

# **MDG Achievement Fund**

## **UNICEF New York Knowledge Management Proposal**

### **Proposal Summary**

UNICEF is a lead agency for child nutrition programmes both globally and at country level with strong ties to several key partners in food security and nutrition programmes for children. UNICEF is involved in country level implementation of all Child, Food Security and Nutrition MDG Achievement Fund proposals and has strong partnerships at the global level with other involved agencies such as WHO and WFP. This places UNICEF in a unique position to facilitate knowledge management across all countries and involved agencies and coordinate actions established in this proposal in collaboration with these key partners. Results to be achieved with implementation of this proposal include (i) 6 case studies disseminated; (ii) 2 research papers disseminated; (iii) Contributions to the knowledge management site for Children, Food Security and Nutrition made by at least 5 countries and at least 5 different agencies each quarter; and (iv) Documented successful application of knowledge/lessons/innovations reported on within the case study and/or research papers, by at least 5 countries; (v) Documented successful application of knowledge/lessons/innovations shared during the workshops and/or on the virtual platform by at least 10 countries; and (vi) Next steps for ensured sustainability developed for all 24 countries.

### **Background and Rationale**

Knowledge Management is a vehicle that can promote change within existing programmes and management practices, accelerating innovation at country and global levels. When shared in an easily consumable manner, knowledge can grow exponentially among key partners. The aim of this proposal is to facilitate sharing of knowledge gained through implementation of Children, Food Security and Nutrition proposals in 24 recipient countries with the ultimate goal of improved results for children globally.

With nearly US \$135 million going towards joint programmes for Children, Food Security and Nutrition in 24 countries, the MDG Achievement Fund provides a unique opportunity to generate knowledge and document lessons and good practices not only on technical issues related to food security and nutrition, but also in areas such as inter-agency coordination, national ownership, progress towards MDG 1 and aid effectiveness.

UNICEF is in a unique position to coordinate actions at the global level given the wide array of partners we work closely with, which are also involved in MDG-Fund activities at country level. Key UNICEF partners in these programme areas include WHO, WFP, FAO, MI, and FFI. Particularly of relevance to the MDG-Fund is "Renewed Efforts Against Hunger (REACH)", a multi-agency approach that presents an effective way of operationalizing the "One UN" concept in the area of food security and nutrition. UNICEF and WFP are the lead agencies in this undertaking which is aimed at building a strong

framework for national inter sectoral and inter-agency synergies, which in turn are expected to provide stronger and more sustainable results in terms of improved food security and nutrition status of children. UNICEF will build on experiences gained through these initiatives and partnerships when implementing the activities in this proposal and involve other key agencies during planning and implementation of this work.

## **Proposal Design and Implementation Plan**

A variety of methods will be employed to facilitate sharing, storage and retrieval of knowledge gained through implementation of the MDG Achievement Fund country projects, including workshops, case study development, research papers and a virtual platform. Key partners including WHO and WFP will be involved in the planning and implementation of activities outlined in this proposal including the workshops, case studies and research papers.

### ***Regional Workshops***

Regional workshops will be planned in the first quarter of 2010 to serve as an opportunity for face to face sharing of early experiences and planning of globally convened knowledge management activities.

Before the workshop, information will be gathered from MDG Achievement Fund partners, including governments, regarding information they have to share with others, as well as any knowledge gaps they would appreciate help with. This information will be used to plan the workshops in collaboration with other key agencies at the global level, including WHO and WFP. A combination of presentations, panel discussions and participatory learning techniques as well as a “peer assist processes” will be used to facilitate discussion in groups during the workshops. One focus area of discussions will be around monitoring and evaluation of the projects given that the secretariat has indicated this as an area of weakness in most concept notes. The aim will be to discuss risks and opportunities in the area of monitoring and evaluation, uncover problems that have occurred with M&E efforts in past work of country team agencies and solutions that have worked to overcome these problems.

Through the two regional workshops, countries and topics for case studies will be selected with a view to ensure a fair balance between regions and topics (e.g. availability of food, vs access to food, vs utilization of food (including breastfeeding)). Topics for research the papers will be finalized in consultation with workshop participants. General areas of concentration for the case studies and research can include, but will not be limited to:

- Factors contributing to changes in national policies and management practices for implementation of national policies and programmes
- Factors contributing to changes in key indicators such as food security, dietary intake, delivery of social services and breastfeeding.

- Factors contributing to successes (e.g. increased efficiency of fund use) and challenges of the inter-agency collaboration and perceptions of collaborating partners of the MDG Fund mode of operation.
- Methods of knowledge management generation by country teams and potential utility of different knowledge management products developed within and across countries

Each of the two workshops will involve approximately 12 MDG-Fund country recipients, and participation from a good mix of agencies will be encouraged. In addition to UNICEF staff, staff from key agencies such as WHO and WFP will also participate in these workshops.

### ***Case studies***

Development of up to 6 case studies from up to 6 countries, on the general areas of concentration mentioned above, will be coordinated by UNICEF as a means of documenting experiences and determinants of success in a standardized manner. There is a paucity of data on the general areas of concentration mentioned above, yet countries could benefit from such information when implementing inter-agency programmes to achieve the MDGs. It is expected that these case studies will contribute important information on knowledge management methods and factors contributing to the successes of large scale inter-agency programmes, that can help propel future success in the 24 and other countries.

Selection of countries and topics for the case studies will be done in consultation with stakeholders during the regional workshops in quarter 1 of 2010.

Specific recommendations for the case study countries will be made within the case study reports. In addition, development of lessons learned and generic recommendations, based on a compilation of all 6 case studies, will be published in a separate report, which can be used across all MDG Achievement Fund countries and beyond.

### ***Research papers***

Two research papers will be developed through funds made available in this proposal. Topics for the research papers will be selected in conjunction with stakeholders at the regional workshops and UNICEF will lead research exercises and writing of the papers. The aim will be to cover topics relevant to many country proposals and knowledge gaps identified by the MDG Fund Recipients.

### ***Creation of a shared virtual space for Children, Food Security and Nutrition***

UNICEF will work with the MDG Achievement Fund Secretariat to develop a sub-site for Children, Food Security and Nutrition within the overall electronic platform being developed for all thematic areas. This will serve as the area for storage and retrieval of information and data which can be accessed by all partners, by topic and by country as well as by keyword search. The page will also be a platform for discussion groups on topics decided by the users. The Senior Advisor at UNICEF will coordinate management

of content on this sub site and also monitor site usage and coordinate ongoing improvements.

### **Global Workshop**

At the end of the funding cycle, a global workshop will be held to share experiences after more than 2 years of implementation and to help country teams develop next steps for ensured sustainability. Each country team will develop a plan for future steps under the guidance of technical experts and facilitators from UNICEF and partner agencies. Emphasis will be placed on application of lessons and learnings from other countries. Country teams will also be asked to report on the utility of knowledge they acquired through the activities supported within this proposal as well as other knowledge management activities they have been involved in throughout implementation of the MDG Achievement Fund projects. Specifically, countries will be asked to indicate whether any experiences/knowledge gained from other countries had been applied in their country and their experience with applying that knowledge. The aim will be to develop recommendations regarding optimal forums and formats for sharing knowledge under similar initiatives.

### **Proposed Timeline**

Activity	2009	2010				2011			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regional Workshops		x							
Development of Case Studies			x	x	x	x			
Research				x	x	x	x	x	
Global Workshop									x

### **Monitoring and Reporting**

An evaluation of the first regional workshop will be undertaken and feedback fed into the subsequent regional workshop, as well as the global workshop in 2011.

Usage of the shared virtual space developed for Children, Food Security and Nutrition will be tracked on a monthly basis. In addition to monitoring hits to the site, a quarterly assessment of contributions to the site will be undertaken to ascertain whether there are certain regions, countries or agencies with low participation. Reasons for lack of participation among certain groups will be determined with the aim of rectifying any shortfalls of the system, and making changes as much as possible, to meet the needs of participating country teams. A short survey will be undertaken within 6 months of the site launch to uncover what is working and what can be improved to make the virtual space “the go to place” for knowledge sharing for all involved agencies and countries.

### **Results Framework**

Expected Results	Indicator	Target	Means of Verification	Assumptions
<b>Strategic Result</b>				
Next steps for ensured sustainability developed for all 24 countries	# of countries that have developed next steps for sue after	24	Reports/next steps documents	

	the MDG Fund projects are completed		from countries	
Recommendations regarding optimal forums and formats for sharing knowledge under similar initiatives	Existence of recommendations for future knowledge management initiatives	5 recommendations	Global Workshop report	
<b>Expected Outputs</b>				
6 case studies disseminated	# of case studies disseminated	6	Case study reports	
2 research papers disseminated	# of research papers disseminated	2	Research paper reports	
Contributions to the knowledge management site for Children, Food Security and Nutrition made by at least 5 countries and at least 5 different agencies each quarter	# of contributions to the knowledge management site for Children, Food Security and Nutrition each quarter	5 per quarter	Website document repository	
Documented successful application of knowledge/lessons/innovations reported on within the case study and/or research papers, by at least 5 countries	# of countries that successfully used the knowledge lessons/ innovations reported on within the case study and/or research papers	5	Global Workshop report	
Documented successful application of knowledge/lessons/innovations shared during the workshops and/or on the virtual platform by at least 10 countries	# of countries that successfully used the knowledge lessons/ innovations shared during the workshops and/or on the virtual platform	10	Global Workshop report	

### Institutional Management Arrangements

The global knowledge management effort for the Children, Food Security and Nutrition Thematic area will be coordinated by UNICEF. A Senior Advisor within Nutrition Section will be dedicated on a half time basis to oversee implementation of this proposal. The Senior Advisor will work under the Direction of the Chief of Nutrition Section. The UNICEF Senior Advisor will be responsible to coordinate global level actions with key agencies, such as UNDP, WFP, FAO and national governments.

### Budget

Activity	Budget
Regional KM workshops	2 @ 75,000 each = 150,000
Global KM workshop	1 @ 150,000 = 150,000
Case Studies	6 @ 15,000 each = 90,000
Research papers	2 @ 30,000 each = 60,000
Senior Advisor	0.5 for 2 years @ 250,000 per year = 250,000
<b>Sub TOTAL</b>	<b>700,000</b>
UNICEF HQ recovery cost (7% of subtotal)	49,000
<b>GRAND TOTAL</b>	<b>749,000</b>

**FOR THE APPROVAL/SIGNATURE OF THE DIRECTOR OF  
PROGRAMMES**

**Subject:** 2010 Workplan

**Section:** Nutrition

**Section Chief:** Werner Schultink

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**Approved**

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**Not Approved**

  
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Nicholas Alipui  
Director, Programmes

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Date

**Workplanning 2010 – 2011.**  
**Nutrition Section.**

**Achievements against planned results for the 2008-2009 biennium**

The past biennium (2008-2009) saw a marked upswing in Nutrition. This increased attention was noted not only within UNICEF, but also among the international development community including donors, institutions and agencies. Reasons included a strengthened and well articulated evidence base (e.g. The Lancet Nutrition series publication), improved advocacy on the cost effectiveness of nutrition interventions (Copenhagen Consensus, 2008), as well as a sharp increase in food prices in 2008 which threatens to reverse the gains made towards MDG 1. .

Within UNICEF, the Nutrition agenda advanced on many fronts. As part of the mid-term review process of the MTSP, Key Results for Nutrition were updated to be aligned with the latest evidence base and programme experiences. . Programme aspects such as complementary feeding, treatment of severe acute malnutrition, maternal supplementation and food fortification are specifically included. During the acute period of the food price increase in 2008, UNICEF allocated more than US \$60 million to counteract the negative impact of the price increases among vulnerable populations in select countries. The largest part of these funds was used for nutrition –and related health and WASH- interventions. Human resource capacity in countries and regional offices also improved. For example: two regional L-5 level Nutrition Advisors were appointed in Asia; a new L-4 specialist was appointed in Nigeria and Indonesia,. Towards the end of 2009, a special progress report on Tracking Progress on Maternal and Child Nutrition was released. Notably, this report focussed on stunting and on the 24 countries with the highest burden, and proposed a set of interventions to be implemented at scale. The Nutrition Section also spent considerable time and efforts to update the upcoming Facts for Life publication and prepare fact sheets on the different nutrition interventions for fundraising by PARMO.

Programmatic guidance was also strengthened. Documents published included programme guidance on the treatment of severe acute malnutrition; guidelines on the selection criteria for SAM treatment based on new WHO growth standards; programme guidance on infant and young child feeding (breastfeeding, complementary feeding, infant feeding in emergencies and HIV and infant feeding); guidance on new indicators to assess infant and young child feeding practices; case studies on large scale community based breastfeeding programmes and a review of infant and young child feeding programming; nutrition in emergency guidance was published by the Emergency Cluster; UNICEF also led on the finalization of a ten-year initiative to determine the impact of multiple micronutrient supplementation in pregnancy; the results of this were published in a special supplement of the Food and Nutrition Bulletin.

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*2. OK SC WP*  
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*MB*

The recently published report on Tracking Progress revealed that there are many success stories on the reduction of undernutrition and on improvement in coverage of specific interventions. For some programme areas, such as breastfeeding, salt iodization, and vitamin A supplementation, good documentation of how improvements can be achieved is now available, and can be used to support those countries still facing bottlenecks to scaling up. Similar experiences exist for the treatment of severe acute malnutrition using RUTFs. However for this programming area more detailed information on the number of treated children needs to become available.

Focussed, programme oriented workshops and country visits also lead to the expansion of nutrition programmes. For example technical workshops on infant feeding in West Africa and on the use of multi-micronutrient powders in Asia improved the programming in several countries.

Experiences with supply management of vitamin A supplements (timeliness and focal points for handling) and RUTFs (shortage in supply) also led to improvements in this area in terms of forecasting, and the supply availability has improved for RUTFs, and for micronutrient powders.

### **Strategic Adjustments for 2010 – 2011 and Future Landscape**

The future landscape and strategic adjustments for 2010 and 2011 focus on the following objectives.

- *Strengthening programmes to reduce stunting*  
Stunting indicates more accurately the high burden of chronic undernutrition which exists in many countries, and in many countries the burden is higher than the burden of underweight. A more specific focus on stunting reduction is therefore required. In order to reduce stunting prevalence, interventions to support maternal nutrition and complementary feeding will need to be strengthened and implemented at a much bigger scale. Whereas we have achieved improvements and good coverage with programming areas such as vitamin A supplementation and (to a lesser extent) breastfeeding, the above mentioned 2 programming areas are currently implemented at much smaller scale. Whereas we will continue to strengthen ongoing programming, more focus will be given to improve maternal nutrition and complementary feeding.
- *Scaling up of effective programmes in key countries with high burden and or high prevalence.*  
The 'Tracking Progress Report' highlighted that 80% of the world's stunted children live in just 24 countries. It is clear that if we want to reduce stunting globally, special efforts will need to be made to increase coverage of key interventions in these 24 countries. In addition there are a number of smaller countries where prevalence of wasting and/or stunting is very high and these countries (e.g. Timor Leste, Guatemala) will need special support.
- *Expanding HIV-Nutrition programmes*



Research is ongoing in various countries in collaboration with WFP and will need to continue and followed up.

The benefit of vitamin A supplements for newborns is still uncertain. WHO is supporting multi-site trials which will further inform policy. UNICEF is part of the core group along with other partners steering this process. Meanwhile, UNICEF supports the operations research around the introduction of a new born care package through community health workers in Nepal which includes the provision of newborn vitamin A.

Multiple micronutrient powders (best known by the trade mark *Sprinkles*) are an effective way to treat anemia in children. Issues remain re: the use of iron-containing MNPs in malaria endemic areas with respect to the quantity of iron and its impact on health of children affected by malaria. UNICEF is part of a multi-partner initiative with the BMGF and NIH to support research in this area. Meanwhile, UNICEF is exploring the use of low-iron containing MNPs in countries/areas with strong malaria prevention and control initiatives.

UNICEF should also explore potential collaborators for operations research on approaches to improve maternal nutrition, particularly for pregnant and lactating women with low BMI, including distribution of fortified supplements (e.g. lipid nutrient supplements), vouchers and cash transfers together with counselling.

Although new guidelines were developed for the improved programming on complementary feeding, experiences with this programming area will need to be documented and evaluated in order to be able to provide optimal guidance to countries. More operations research is needed on delivery and targeting mechanisms for fortified complementary foods/lipid nutrient supplements to improve complementary feeding for children in the most vulnerable or food insecure populations (for whom social marketing is unlikely to be appropriate), and

UNICEF should explore potential partners to do this.

In order to be able to continue to strengthen advocacy about the need to expand nutrition programmes it is useful to get more information on the cost- benefit ratio of various nutrition interventions. This includes information on the lives saved because of ongoing programmes, and information on this will be strengthened through collaboration with Cornell University as well as the group working on the LiST tool.

The impact of the food and economic crisis on the nutrition status of women and children is still difficult to quantify and efforts will be made in collaboration with other institutes and universities to shed more light on this. In this context the potential use and impact of social safety nets such as food-for-work, conditional cash transfers, vouchers, will need to be explored and documented.

Food security is an important determinant of nutritional status, especially in countries which face regular shortages in food production. Knowledge on the assessment of food security as well as on policies and strategies and required partnerships need to be enhanced.

Strategic partnerships with several organizations and universities can be used to ensure implementation of parts of the research and knowledge creation agenda (e.g. Cornell and Tufts University, SGHI, IFPRI, regional and national institutions) as well as the increase of coverage of key interventions (e.g. Micronutrient Initiative, Helen Keller International, Valid).

Consultancy contracts and institutional contracts will need to be used to ensure implementation of several time-bound tasks. Furthermore, the focus of accountabilities and tasks of several section staff members will need to be reviewed and widened.

## Funding Summary Sheet Nutrition Section 2010/2011 Workplan

	RR	OR	TOTAL Funded	Total Unfunded	Total Required
KRA1 &2	\$165,000	\$1,591,000	\$1,756,000	\$266,000	\$2,022,000
KRA 4	\$10,000	\$6,818,820	\$6,828,820	\$722,000	\$7,550,820
overarching	\$176,000	\$750,000	\$926,000	\$1,115,000	\$2,041,000
<b>Total Nutrition Section</b>	\$351,000	\$9,159,820	\$9,510,820	\$2,103,000	\$11,613,820
<b>% of total required in workplan</b>	3%	79%			18%

<b>Priority funding needs 2010</b>	<b>Amount</b>
Conduct at least 4 Regional/sub-regional workshops/ consultations to review/develop region specific IYCF	\$80,000
In coordination with ROs, other Nutrition Section & YCSD, provide joint strategic and technical support to high	\$27,000
Revise ProPAN and Linear Programming software tools, hold workshop with designers and users of the tools, finalize and disseminate the tools for better programming in CF; support selected countries to use the tools to conduct assessments on CF. (partly funded)	\$10,000
Review of forecasting of therapeutic supplies against actual to inform future forecasts and adaptation of tool (on 6 monthly basis)	\$15,000
Establish stock pile /buffer stock of RUTF at SD	\$25,000
Develop guideline and e-learning tool on nutrition in emergencies (partly funded)	\$10,000
Organize workshop for ROs and selected COs for updating on Management of Acute Malnutrition, and other innovations in Nutrition in Emergencies	\$50,000
Collaborate in further development/compilation of tools for nutrition investment cost benefit analysis for inclusion in national policy/budget (PRSPs, SWAPs) discussions	\$10,000
<b>TOTAL priority funding needs 2010</b>	<b>\$227,000</b>

1. Target country refers to: countries with U5MR > ???? and/or stunting prevalence > ??? Mainly from top 24 stunting burden countries (we need to make a list of these countries for planning and monitoring purposes which we are working on with ROs)
2. Appropriate Nutrition package to be defined by country specific context based on minimum package of xyz yet to be determined  
future
4. Required inputs include, TA, SSA, TTT, etc. Staff time is implied in all.

Nutrition Section Planned Publications 2010

Name/Topic	Partners	Type
Guidance to countries on use of multiple micronutrient powders	SGHI, WFP, MI	Programme
Best practices and lessons learned on the use of multiple micronutrient powders.	N/A	Peer review article
Report of a 14-country workshop		
Infant and Young Child Feeding Programme Review: Consolidated Report of Six Country Programme Review (2009)	Academy for Educational Development	Programme review
Introduction to Interpreting Area Graphs for Infant and Young Child Feeding (2009)	N/A	Programme guidance
Programme Guidance on Infant and Young Child Feeding (2010)	N/A	Programme guidance
Community Based Infant and Young Child Feeding Counseling: Training Package, Adaptation Guide and Brochures	URC/CHS, WHO	Training material
Infant and Young Child Feeding Programme Review: Lessons Learned and Future Perspectives (working title...)	N/A	Peer reviewed article
Perspectives on the implementation of the Baby Friendly Hospital Initiative	N/A	Peer reviewed article
Maternity Protection Resource Package	ILO, IBFAN	Advocacy and training material

Expected results (and possibly sub-results)	Indicators	Targets	Activity description	PD OMP Functions										Required Inputs <sup>4</sup>	Amount	Funding Type	Point	Partners													
				TL	G	ND	SU	KM	P	C4	M8	1	2					3	4	5	6	7	8	Internal	External						
				Timeline (Quarters)														Required		Amount	Type	Point	Partners								
1. In target countries, COs incorporated national nutrition policy/strategy which reflects appropriate upstream and downstream action	Number of :	3	strategic feedback to COs (in collaboration with ROs) to ensure appropriate policies and strategies	X									X	X	X	X	X	X	X	TA	30,000	und	WS								
additional countries that have initiated the REACH approach	workshops held at regional or country level	4	Manage publication of technical and strategic papers which can guide and update policy and strategy implementation at country, regional and global level	X										X	X	X	X	X	X	X	TA, SSA	50,000	und	WS	SD						
			Support appropriate workshops (including through participation) and meetings at regional and/or country level	X												X	X	X	X	X	X	TA, SSA	50,000	und	WS						
			Manage strategic partnerships to improve CO capacity	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	TA	20,000	und	WS					
			Support REACH initiative in select countries	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	TA	20,000	und	WS					
			Implement the Spanish MDG Fund KM grant including coordination of regional and global workshops, e platform, and research and case studies	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	TA, SSA, PO	750,000	und	WS		JK, W	UNDP, WFP, REACH		
2. Nutrition Section support for the scale up of essential nutrition technical workshops supporting scale up of child survival and development is provided to COs/countries with an emphasis on target countries	Number of	2	Support appropriate technical workshops which support scaling up of interventions	X										X	X	X	X	X	X	PO, SSA, TA	20,000	und	WS	SD							
essential nutrition technical workshops supporting scale up of child survival and development is provided to COs/countries with an emphasis on target countries	COs where Nutrition Section assisted in selection of strong nutrition staff	4	Where appropriate assist country offices in the selection of nutrition staff, and advocate with senior management on the allocation of nutrition staff with adequate seniority and numbers.	X										X	X	X	X	X	X	X	TA, SSA	10,000	und	WS							
			Provide technical and strategic advice through regular communication and/or visits to Cos	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	TA	20,000	und	WS						
			Support and assist in fund raising efforts for the scaling up of nutrition interventions in close collaboration with	X												X	X	X	X	X	X	TA, SSA	10,000	und	WS						
			Assisted in selection of strong nutrition staff	X												X	X	X	X	X	X	TA, SSA	10,000	und	WS						
3. Nutrition component of # of relevant UNICEF strategy papers child survival and development is mainstreamed in all relevant UNICEF strategies, sections and organizational functions/activities	# of relevant UNICEF strategy papers which adequately reflect development is mainstreamed in all relevant UNICEF strategies, sections and organizational functions/activities	4	Collaborate closely with relevant sections, especially Health, WASH, ECD and HIV to link nutrition interventions with activities of other sections	X										X	X	X	X	X	X	TA, SSA	10,000	RR	WS								
Nutrition programming relevant UNICEF strategies, sections and organizational functions/activities	Nutrition programming relevant UNICEF strategies, sections and organizational functions/activities	4	Monitor and ensure that Nutrition is optimally included in MBB	X										X	X	X	X	X	X	TA, SSA	10,000	RR	WS								
			Participate in and support ACSD follow up	X												X	X	X	X	X	TA, SSA	10,000	RR	WS							
			Review and analyze new strategy documents on inclusion of nutrition (e.g. gender etc)	X	X											X	X	X	X	X	X	TA, SSA	10,000	RR	WS						
			Provide guidance and support for policy development and briefing material for senior management and Ex Dir office concerning nutrition security and other appropriate topics	X	X											X	X	X	X	X	X	TA, SSA	10,000	RR	WS						
			Collaborate with DPP on development of strategy paper on nutrition and social safety nets	X	X											X	X	X	X	X	X	TA, SSA	40,000	RR	WS						
			Manage linkage with SGs HLTF	X												X	X	X	X	X	X	TA, SSA	40,000	RR	WS						
			Nutrition and guide development of technical papers from Nutrition section, which ensure that the UNICEF nutrition strategy remains up to date and relevant	X													X	X	X	X	X	X	TA, SSA	40,000	RR	WS					
			Support the functioning and expansion of REACH, and ensure that the global REACH secretariat has UNICEF staff member as coordinator	X	X												X	X	X	X	X	X	FT Post, TA, SSA, PCA	450,000	und	WS					
			4. Global partnerships advocate for and support learning of essential coordination, scale up and nutrition interventions	Support the restructuring of SCN and its functioning, and act on a SCN governance structure	X												X	X	X	X	X	X	TA, SSA	120,000	RR	WS					SCN

Expected results (and possibly sub-results)	Indicators	Targets	Activity description	PD OMP Functions													Required Inputs <sup>a</sup>	Funding	Focal Point	Partners				
				Timeline (Quarters)																				
				TL	G	ND	SU	KM	P	C4	M8	1	2	3	4	5					6	7	8	
5. NYHQ Nutrition team is abreast of state-of-the-art knowledge and has capacity to support ROS/COS as well as at global level	technical and strategic papers published	Number of	Serve on board or other management functions of appropriate partnerships or institutions and/or support senior management in such a role (e.g. GAIN, MI) Collaborate closely with partners and donor agencies to ensure that UNICEF nutrition policy is well accepted, supported and acted upon (e.g. Gates Foundation, USAID, CIDA, World bank) Support initiatives such as the Global Action Framework for Nutrition in such a way that UNICEF interests are well represented	X												X	6000	WS	RR					
				Organize technical and strategic workshops	X														X	50,000	WS	unfunded		
technical and strategic workshops on nutrition		technical and strategic	2 Manage the overall functioning of the Nutrition section, ensure adequate staffing, and funding	X												X		WS						
				Maintain and initiate partnerships with universities and other institutions which will strengthen (No Suggestions)	X														X		WS			
				Represent UNICEF in Nutrition and other relevant meetings so that a lead role for UNICEF in Nutrition can capacity and enhance knowledge	X															X	20,000	WS	unfunded	
																		WS						
																			WS					
<b>TOTAL</b>																	1,576,000							

Funded RR	\$ 176,000
Funded OR	\$ 750,000
Total Funded	\$ 926,000
Unfunded	\$ 650,000
Unfunded	\$ 660,000

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monitoring

TL = technical leadership including PD accountability in sectoral policy advocacy across the organization; G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowledge management and sharing of

Expected results (and possibly sub-results)	Indicators	Targets by Act. # 2011	Activity areas	PD OMP Functions											Inputs	Funding (2010 only)	Amount	Type	Focal Point			
				TL	G	ND	SU	KM	P	C4D	M&E	1	2	3					4	5	6	7
1. In target countries, COs incorporated national nutrition policy/strategy which reflects adopted/revised/have-in-place a national IYCF policy/strategy (as part of overall national nutrition strategy) which reflects appropriate nutrition package2 in upstream and downstream action	Number of target countries that adopted/revised/have-in-place a national IYCF policy/strategy (as part of overall national nutrition strategy) which reflects appropriate nutrition package2 comprehensive and up to date IYCF package	5	1 Provide technical support for IYCF advocacy, policy and strategy development and creation of necessary legislative/policy framework required for improvement of national care and status with emphasis on priority countries; support countries to convene and lead IYCF programming through program volume and presence (including country support visits and participation in national events as well as regional/sub-regional workshops/consultations to review/develop region specific IYCF strategies	X	X	X	X	X	X	X	X	X	X	X	X	X	X	travel	\$ 40,000	RR	NM	ROs
	Number of COs with comprehensive IYCF component of the essential nutrition package	10	3 Align RO workplans with respect to IYCF activities with HQ workplan	X	X	X	X	X	X	X	X	X	X	X	X	X	X	travel	\$ 40,000	OR-USFUND	NM, CR, DC, MA	ROs, COS
	Number of ROs with IYCF components of nutrition strategies harmonized with HQ identified, updated, with joint workplans on IYCF with HQ and providing regular updates on CO activities & regional initiatives	4 out of 6	4 ensure that Nutrition staff in ROs are adequately skilled and undertake technical review of draft legislation and policies related to IYCF	X	X	X	X	X	X	X	X	X	X	X	X	X	X	travel			NM, CR, DC, MA	ROs
	Number of funding proposals submitted for the scale up of essential nutrition interventions to improve child survival and development is provided to COs/countries with an emphasis on target countries	15	6 Technical support, fundraising and advocacy for IYCF; - Engage with donors, NatComs etc, in collaboration with PARMO; Develop funding proposals for NYHQ YCN unit; in coordination with ROs, provide technical, planning, programming, M&E support to IYCF priority countries;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	travel	\$ 30,000	OR-USFUND	NM, CR, DC, MA	ROs
	Number of new/revised UNICEF guidance documents on IYCF disseminated between 2010 and 2011	12	7 Develop/finalize IYCF guidance documents, including: i) IYCF programme guidance; ii) PROAN manual; iii) Joint WHO-UNICEF framework for priority action on CF; iv) Joint WHO-UNICEF Planning Guide for IYCF; v) GMP Position Paper; vi) Operational guide on new HIV & IF recommendations; vii) Marketing guidelines for CF, viii) Expert legal guidance on the Code; ix) IYCF indicators Operationalization Guide; x) updated IFE ops guidance; xi) improved maternity protection at the national level (with ILO and BFAN); xii) Operationalization Guide for new WHO Growth Velocity Standards; any other guidance documents as required	X	X	X	X	X	X	X	X	X	X	X	X	X	X	SSAs, purchase order for design/editing costs, printing costs	\$ 50,000	OR-USFUND	NM, CR, DC, MA	ENN, PAHO, IYCN partners, GAIN
	Number of countries that conducted an assessment	8	8 Reverse PROAN and Linear Programming software tools, hold workshop with designers and users of the tools, finalize and disseminate the tools for better programming in CF; support selected countries to use the tools to conduct assessments on CF.	X	X	X	X	X	X	X	X	X	X	X	X	X	travel and purchase order (production costs)	\$ 20,000	OR-USFUND	MA, NM	WHO, PAHO, IYCN, Alive & Thrive,	
	No. of countries adopted & implementing community IYCF counseling package	5	9 IYCF community training package: - Finalize, pre-test and disseminate community based IYCF training package; - Support orientations and roll out of community based IYCF package	X	X	X	X	X	X	X	X	X	X	X	X	X	SSA, purchase order for printing/product on costs, training costs	\$ 40,000	OR_CI	NM, CR, MA	WHO, COS, ROs	
	Number of countries that have received new HIV & IF guidelines	all COS	10 Provide support, in collaboration with Health & HIV sections, to operationalize the new guidelines on HIV & IF in countries, including updating of country policies and guidelines and implementation support & ops research in selected initial countries	X	X	X	X	X	X	X	X	X	X	X	X	X				CR	Aniban, HIV/AIDS, Health	





TL = technical leadership including PD accountability in sectoral policy advocacy across the organization, G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowledge management and sharing of

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monitoring

Expected results (and possibly sub-results)	Indicators	Targets by 2011	#	Act.	Activity areas	PD OMP Functions							Inputs	Funding (2010 only)	Type	Point	Partners						
						M&E	1	2	3	4	5	6					7	8	Internal	External			
4. Global partnerships with UNICEF that support the advocacy, coordination, scale up and learning on IYCF interventions (OMP FA 3)	% of SCN IYCF WG workplan activities which completed each year	75%	15	Q4	20 Review and analyze information from the breastmilk substitutes industry and contribute to the preparation of the response of the organization; contributing to the organization's policy development in private sector collaboration to ensure that potential relationships do not undermine programmes in infant feeding and technical information and advice, including comments on draft legislation, to governments seeking to develop and implement policies and laws protecting breastfeeding and regulating marketing practices of breastmilk													DC					
						21																	
						22	60%																
						23																	
						24																	
						25																	
						26																	
						31																	
						32																	
						33	80%																
						5. NYHQ Nutrition team is abreast of state-of-the-art knowledge, including on generating new knowledge, and has capacity to support ROs/COs as well as at global level, (OMP FA 5)	% of professional nutrition staff which completed e-learning on IYCF	80%	15	Q4	24 Catalyze, convene, steer and influence partnerships for leveraging funds, engaging action, technical guidance, coordination and positioning, and ensuring complementarity on IYCF working group and provide inputs related to legal/regulatory issues; participate in Alive and Thrive TAG; participate in other fora as required.												
25																							
26																							
31																							
32																							
33																							
34																							
30																							
28																							
35	5																						
No. of articles submitted to journals	No. of operational research activities and programme evaluations supported	3	3	Q4	35 Support selected countries to collect, analyze and utilize data on the new IYCF indicators																		
						36																	
						37																	
						38																	
						28	3																
						30																	
						34																	
						34																	
						30																	
						28	3																

Cross-Cutting: P = Partnerships; C4D = Communication for Development/Behavior Change; M&E= Monitoring

TL = technical leadership including PD accountability in sectoral policy advocacy across the organization; G = provision of guidance to assist COs and ROs; ND = strategic engagement with COs and ROs to influence national development; SU = support to scale-up strategies; and KM = knowledge management and sharing of

Expected results (and possibly sub-results)	Indicators	Targets by 2011	Act. #	Activity areas	PD OMP Functions											Inputs	Funding (2010 only)		Point Focal	Partners Internal External																
					TL	G	ND	SU	KM	P	C4D	M&E	1	2	3		4	5			6	7	8	Amount	Type											
			39	Keep abreast of latest research and literature on IYCF and disseminate to countries as appropriate																						NM, CR, DC, MA, COS, ROS										
			40	Enhance collaborative working relation between units of the Nutrition Section and strengthen the synergies between IYCF and the other programmatic areas; provide technical inputs on	x	x	x	x	x	x	x	x	x	x	x	x	x										NM, CR, DC, MA, all Nutrition section units									
					<table border="1"> <tr> <td>Grand total (funded and unfunded)</td> <td>\$</td> <td>635,000</td> </tr> <tr> <td>Funded RR</td> <td>\$</td> <td>130,000</td> </tr> <tr> <td>Funded OR</td> <td>\$</td> <td>239,000</td> </tr> <tr> <td>Total Funded</td> <td>\$</td> <td>369,000</td> </tr> <tr> <td>Unfunded</td> <td>\$</td> <td>(266,000)</td> </tr> </table>																	Grand total (funded and unfunded)	\$	635,000	Funded RR	\$	130,000	Funded OR	\$	239,000	Total Funded	\$	369,000	Unfunded	\$	(266,000)
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Unfunded	\$	(266,000)																																		

Micronutrient Unit Workplan 2010-2011

Expected results	Indicators	Targets by 2011	Activity description	PD OMP Functions											Required Inputs <sup>4</sup>	Funding		Focal Point	Partners						
				TL	G	ND	SU	KM	P	C4D	M&E	1	2	3		4	5		6	7	8	Amount	Type	Internal	External
1. In target <sup>1</sup> countries, COs incorporated national nutrition updated action plans/strategies for the sustained elimination of IDD by the end of Q8.	Number of countries, COs incorporated national nutrition updated action plans/strategies for the sustained elimination of IDD by the end of Q8.		20 Review IDD/USI strategies in priority (especially make-or-break) countries, monitor progress and provide technical inputs for implementation	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$75,000	OR	JU, AT	RO, CO	GAIN		
package <sup>2</sup> in upstream and downstream action	Number of global and/or regional workshops with recommendations/reports disseminated by Q8		2 Undertake and support global and regional IDD/USI strategy review and advocacy workshops/ consultations especially for make-or-break countries and disseminate recommendations	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$100,000	OR	JU, AT	RO, CO	Iodine Network, GAIN, ICCIDD		
			4 Support regional strategies for introducing and scaling up home fortificants such as multiple micronutrient powders	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$50,000	OR (CDC)	ND, AT	RO, SD	CDC, SGH, HFTAG
end Q8	Number of ROs with regional home fortificant strategies by		4 Support regional strategies for introducing and scaling up home fortificants such as multiple micronutrient powders	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$50,000	OR (CDC)	ND, AT	RO, SD	CDC, SGH, HFTAG		
			achieve clarity on role of MNS on HIV infected women and HIV exposed/infected children	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				ND, AT, AC		
2. Nutrition Section support for the scale up of essential nutrition interventions to improve child survival and development is provided to COs/countries with an emphasis on target <sup>1</sup> countries	Amount of funds raised by Nutrition Section and provided as PBAs to COs for MNS between 2010 and 2011	70 million	Coordinate, consolidate and provide technical input for (i) development of global, regional and country funding proposals (CIDA, USAID, Gates, CDC, etc) (ii) donor reports (CIDA, Gates, USAID, CDC, etc), ensure quality of country reports and present to donors	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$10,000	OR	ND/JK, JU, AT	PARMO, RO, CIDA, USAID, Gates, US Fund			
interventions to improve child survival and development is provided to COs/countries with an emphasis on target <sup>1</sup> countries	Date when Multicenter study completed and final report disseminated	Q8 - Engage, provide guidance and technical inputs and coordinate a multi-center study on functional consequences of high iodine status UIE and thyroid hormones. - Analyze, report, publish and disseminate the results of the multicenter (UIE) study	Q4 Develop food fortification position and UNICEF's role for different regions and food/condiment vehicle	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$10,000	OR	AT/JU	RO	FPI, GAIN		
			Q8 Date of dissemination of technical recommendations on MNPs and program guidelines for MNPs and comprehensive overview for combining micronutrient interventions	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$10,000	OR (CDC)	AT/ND/JU/K	ICF, Emergency, SD	
Date when food fortification position is disseminated	Date of dissemination of technical recommendations on MNPs and program guidelines for MNPs and comprehensive overview for combining micronutrient interventions	With WHO develop MNP technical recommendations considering their use in malnourished areas, other population groups, adjustment of formulation, etc. Further, with HFTAG develop programme guidelines for UNICEF program use	Q8 Date of dissemination of technical recommendations on MNPs and program guidelines for MNPs and comprehensive overview for combining micronutrient interventions	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$15,000	OR	ND, AT	ICF, Emergencies, HFTAG, CDC, WHO			
			Q4 Develop food fortification position and UNICEF's role for different regions and food/condiment vehicle	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$10,000	OR	AT/ND/JU/K	ICF, Emergency, SD	
Date of dissemination of Program guidance on micronutrients and infections	Number of programme guidelines developed and disseminated by Q8	2 Review and revise the 'guidelines for management of IDD elimination programmes' to reflect program maturation, high iodine intake, iodized salt in processed food, small scale producers and program sustainability	2 Review and revise the 'guidelines for management of IDD elimination programmes' to reflect program maturation, high iodine intake, iodized salt in processed food, small scale producers and program sustainability	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$250,000	OR	JU, AT	RO, CO	WHO, ICCIDD, GAIN		
			Q8 Develop program guidance on scaling up micronutrient interventions in relation to infections (TB, HIV, malaria) taking into account current science and program policy and practice	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		\$15,000	OR	ND, AT		HIV, Health





Expected results (and possibly sub-results)	Indicators	Targets by 2011	Activity description	PD OMP Functions	Timeline (Quarters)	Required Inputs <sup>3</sup>	Funding	Point	Partners										
				TL G N D SU KM P C A M E	1	2	3	4	5	6	7	8	Amount Type	Point	Internal	External			
1. In target countries, COS incorporated national nutrition policy/strategy which reflects appropriate number of country programmes supported for EFRP review and/or policy and strategy development downstream and upstream and nutrition package <sup>2</sup> in which appropriate nutrition policy/strategy COS incorporated national strategy to manage MAM is disseminated	Date by which the new strategy to manage MAM is disseminated	end 2011	Develop strategy to improve management of MAM (based on operational research, output from MAM meeting etc.)										52,000	OR	RO, CO, PD, HKI, WHO, Nutrition Section	WFP, UNHCR			
		10	Review of incorporation of nutrition CCCs in EFRPs												L4	CO, PD, HATIS, EMOPS			
2. Support for the scale up of essential nutrition interventions to improve child survival and development is provided to COS/countries with an emphasis on target countries	# of CMAP related: • programme reviews • case studies	1	Advocate at all levels in favor of enhanced Nutrition Security in emergencies including strengthening partnerships to leverage resources			X	X	X	X	X	X	X	10,000	RR	RO, PD, EMOPS, PARMO, Nutrition Section	Donors, WB, Valid, FANTA, WHO, NGOs, PAHO/INCAP			
		3	3 Case studies of scale-up of CMAP documented and disseminated			X	X	X	X	X	X	X	30,000	DFID	RO, CO International	Valid, ENN, WHO, WHO, Nutrition Cluster			
# of new nutrition products for scale up of CMAP/CSAM available through SD which Nutrition Section supported in identifying/ reviewing/ revising/developing guidance on use by end 2011	at least 2	100%	Review of operational guidelines on infant feeding in emergencies			X	X						7,000	undfunded	IE	RO, CO, IVVC Unit	ENN, WHO, WHO, Nutrition Cluster		
			Dissemination and follow-up of joint statement on use of WHO standards for identification of SAM			X	X	X								IE	RO, CO, DOC, WHO, Nutrition Cluster		
			New supplies reviewed and revised and guidance provided on use (RUF/RUSF, high tech anthropometric measurement equipment, scales) including input to SD's technical bulletins and product specifications formulation.	Travel (2) trips				X	X	X	X	X	X	X	10,000	undfunded	L4	SD, RO, CO Nutrition Cluster	
			Roll out new UNIMIX (CSB++) through SD based on final results of operational research	Travel (2) trips						X					10,000	undfunded	IE, L4	SD WFP, MSF	
			Review of forecasting of therapeutic supplies against actual monthly basis)	SSA				X	X	X	X	X	X	X	15,000	undfunded	IE	SD, RO, CO Clinton Foundation, MSF, UNHCR	
			Establish stock pile /buffer stock of RUTF at SD	PO							X	X			25,000	undfunded	IE	SD, RO, CO	
			review/revise emergency supply list with SD (e.g. addition of ready to use infant formula and generic label and					X	X	X	X	X	X	X			IE	SD, RO, CO	
			Provide technical clearance of potential (roster) and selected emergency nutrition staff (including surge capacity)					X	X	X	X	X	X	X					
			Review all CAPs/HARs Flash Appeals et al to ensure nutrition is systematically included, and provide technical inputs as appropriate - and follow-up directly with CO					X	X	X	X	X	X	X			IE, L4	EMOPS, HATIS, Nutrition Section	
			100%	Review all CAPs/HARs Flash Appeals et al to ensure nutrition emergencies which nutrition section supported by: • reviewing CAPs	100%	Provide technical guidance (including field support visits) for nutrition emergencies (including IFE, MMN and CMAP)			X	X	X	X	X	X	30,000	undfunded	IE, L4	RO, CO, Nutrition Section, DOC	WHO, IFE Core Group, IBFAN, Nutrition Cluster, CDC

Expected results (and possibly sub-results)	Indicators	Targets by 2011	Activity description	PD OMP Functions	Timeline (Quarters)	Required Inputs <sup>4</sup>	Funding	Focal Point	Partners				
									Internal	External			
<ul style="list-style-type: none"> <li>● undertaking field visits to support response</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring Systems include relevant indicators for emergency nutrition and mainstreamed in all relevant UNICEF strategies, sections and organizational functions/activities</li> </ul>	end 2011	Feed into development of CCC indicators for monitoring emergency response					IE, L4	PD, EMOPS, RO	Nutrition Cluster			
			Work with DPP to incorporate relevant indicators for emergency response										
			emergecyes and acute malnutrition in surveys, programme monitoring systems. Work with Health Section to ensure emergency nutrition and acute malnutrition are appropriately reflected in MBB.								IE, L4	DPP, Nutrition Section	
			Review guidance on CAP/HAR/Flash appeals for incorporation of CCC's for Nutrition								IE, L4	EMOPS, PD	
<ul style="list-style-type: none"> <li>Finalize Capacity Development Strategy on Nutrition in emergency response</li> </ul>	<ul style="list-style-type: none"> <li>Develop guideline and e-learning tool on nutrition in emergencies</li> </ul>	75%	Develop guideline and e-learning tool on nutrition in emergencies										
			Finalize Capacity Development Strategy on Nutrition in emergency response										
			Emergency for UNICEF and roll out in coordination with priority regions/countries										
			Capacity building for nutrition in emergency advisor										
<ul style="list-style-type: none"> <li>Capacity building for nutrition in emergency advisor</li> </ul>	<ul style="list-style-type: none"> <li>Government, Cluster partners, PAHO/INCAP</li> </ul>	end 2011	Capacity building for nutrition in emergency advisor										
			Finalize Capacity Development Strategy on Nutrition in emergency response										
			Emergency for UNICEF and roll out in coordination with priority regions/countries										
			Capacity building for nutrition in emergency advisor										
<ul style="list-style-type: none"> <li>Number of guidance documents related to emergency nutrition that have been developed/revised by end 2011</li> </ul>	<ul style="list-style-type: none"> <li>Number of guidance documents related to emergency nutrition that have been developed/revised by end 2011</li> </ul>	2	Collaborate with UN agencies (e.g. WHO) and partners (e.g. Infant Feeding in Emergencies Core group) to develop, revise and update Operational Guidance										
			Contribute to SPHERE revision of minimum standards for humanitarian response										
			Contribute to Global Nutrition Cluster activities through core and sub working groups and report on UNICEF's contribution in emergencies										
			Participate in Infant Feeding and Young Child Feeding in Emergencies Core Group, International Malnutrition Task Force, SCN Nutrition in Emergencies working group, meetings and activities and undertake action assigned to Review and adapt global MoU as necessary with WFP, and define joint collaborations with other UN agencies										
<ul style="list-style-type: none"> <li>4. Global partnerships advocate for and support emergency nutrition that have been developed/revised by end 2011</li> </ul>	<ul style="list-style-type: none"> <li>Number of RO and CO staff with updated skills on Management of Acute Malnutrition, and other innovations in Nutrition in Emergencies</li> </ul>	20	Organize workshop for ROs and selected COs for updating innovations in Nutrition in Emergencies										
			On Management of Acute Malnutrition, and other innovations in Nutrition in Emergencies										
			Provide support for operational research of a mass treatment model for management of SAM										
			Feed into general emergency knowledge management and training work (incl emergencies on the intranet, mapping initiatives, CCCs e-learning, induction packages, etc.) to ensure nutrition in emergencies, tools, messages, and products are appropriately included										
<ul style="list-style-type: none"> <li>5. NYHQ Nutrition team is abreast of state-of-the-art knowledge and has capacity to support ROs/COs as well as at global level</li> </ul>	<ul style="list-style-type: none"> <li>Malnutrition, and other innovations in Nutrition in Emergencies</li> </ul>	20	Organize workshop for ROs and selected COs for updating innovations in Nutrition in Emergencies										
			On Management of Acute Malnutrition, and other innovations in Nutrition in Emergencies										
			Provide support for operational research of a mass treatment model for management of SAM										
			Feed into general emergency knowledge management and training work (incl emergencies on the intranet, mapping initiatives, CCCs e-learning, induction packages, etc.) to ensure nutrition in emergencies, tools, messages, and products are appropriately included										
<ul style="list-style-type: none"> <li>5. NYHQ Nutrition team is abreast of state-of-the-art knowledge and has capacity to support ROs/COs as well as at global level</li> </ul>	<ul style="list-style-type: none"> <li>Malnutrition, and other innovations in Nutrition in Emergencies</li> </ul>	20	Organize workshop for ROs and selected COs for updating innovations in Nutrition in Emergencies										
			On Management of Acute Malnutrition, and other innovations in Nutrition in Emergencies										
			Provide support for operational research of a mass treatment model for management of SAM										
			Feed into general emergency knowledge management and training work (incl emergencies on the intranet, mapping initiatives, CCCs e-learning, induction packages, etc.) to ensure nutrition in emergencies, tools, messages, and products are appropriately included										
<ul style="list-style-type: none"> <li>6. Strengthening of Nutrition information systems and/or databases related to nutrition in emergencies developed by systems for decision making and advanced systems for decision making and advanced systems for decision making and advanced systems for decision making</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening of Nutrition information systems and/or databases related to nutrition in emergencies developed by systems for decision making and advanced systems for decision making and advanced systems for decision making</li> </ul>	2	Global mapping of progress on scale-up of CMM (guidelines, RUTF etc.)										
			Develop monitoring database for CMM										
			Global mapping of progress on scale-up of CMM (guidelines, RUTF etc.)										
			Develop monitoring database for CMM										



Expected results (and possibly sub-results)	Indicators	Targets by 2011	Activity description	PD OMP Functions	Timeline (Quarters)	Required Inputs	Funding		Focal Point	Partners		
							Amount	Type				
Engage with key fora working on the development/research on nutrition information systems (IPC, CDC, HNTS, Food and Economic crises monitoring) for development of systems	emergencies developed by end 2011					TA, Travel (4 trips)	220,000	unfunded	IE	Internal	FAO, WFP, RO, CO, Nutrition WHO, Nutrition EMOPS Section, DPP, and Health Clusters	
<b>Grand Total for Emergencies Unit</b>							1,459,820					
							Funded RR	\$ 10,000				
							Funded OR	\$ 767,820				
							Total Funded	\$ 777,820				
							Unfunded	\$ 682,000				
							Unfunded	\$ 682,000				

Description	Expected Results			Activities												Funding			Point	Collaboration													
	Indicator(s)	Target(s)	Description	TL	G	N	D	SU	K	P	PD OMP Functions			M	CA	D	E	1		2	3	4	5	6	7	8	Required Inputs	Amount	Type	Focal	Intra Divisional	Intra Sectional	External to PD
											1	2	3																				
. Improved country Nutrition clusters, through strengthened coordination, capacity, technical guidance, formation-management and strategic planning	# of countries with nutrition cluster resourcing integrated into Flash Appeals, CAPs, etc	2/yr	# of Annual Cluster Orientation Workshops for Country Nutrition Clusters (in 2 regions for implementing an advocacy strategy;	X														X	X	X	X	X	X	X	X	X	X	X	PO/Cluster Coordinator	NIE Unit	Humanitarian coordinator	RO, CO,	
																																	20
# of countries with Nutrition Cluster national nutrition capacity reviews/ national nutrition capacity reviews, for cluster endorsed tools and guidance, for response, recovery and preparedness;	# of Countries with Nutrition Cluster Dissemation strategies for GNC- endorsed tools and guidance by end 2010	2/yr	# of Country Nutrition Cluster national-level advocacy plans in place which include 3-5 key messages targeting stakeholders within 1 year)	X														X	X	X	X	X	X	X	X	X	X	X	PO/Cluster Coordinator	NIE Unit	Humanitarian coordinator	RO, CO, GNC	
																																	16
# of countries that conducted training on GNC-endorsed tools and guidance each year	# of country clusters using Integrated information on cluster activities by end 2010	2/yr	# of Country Nutrition Cluster national-level advocacy plans in place which include 3-5 key messages targeting stakeholders within 1 year)	X														X	X	X	X	X	X	X	X	X	X	X	PO/Cluster Coordinator	Core WG, Humanitarian coordinator	RO, CO, GNC		
																																8	4
# of countries with at least 1 internal or external lesson learning review of impact of Country Nutrition Cluster activities completed by 2010	# of countries with at least 1 internal review and yearly external reviews of cluster activities and annual lessons learning	2/yr	# of Country Nutrition Cluster national-level advocacy plans in place which include 3-5 key messages targeting stakeholders within 1 year)	X														X	X	X	X	X	X	X	X	X	X	X	PO/Cluster Coordinator	Core WG, Humanitarian coordinator	RO, CO, GNC		
																																16	8
# of countries with active nutrition clusters which attend at least 1 regional technical training on nutrition in emergencies each year	# of regional-level advocacy plans agreed upon by GNC by mid 2010	2/yr	# of Country Nutrition Cluster national-level advocacy plans in place which include 3-5 key messages targeting stakeholders within 1 year)	X														X	X	X	X	X	X	X	X	X	X	X	PO/Cluster Coordinator	Regional Adviser	GNC	CO	
																																	16

Description	Expected Results		Target(s)	Activities	PD OMP Functions TL GN D SU K P C4 M 1 2 3 4 5 6 7 8	Quarters	Required Inputs	Funding		Type	Focal Point	Collaboration					
	Indicator(s)	Indicator(s)						Amount	Type			Intra	Sectional	External to PD			
															Divisional	Regional	Global
<p>Customized assistance to fill technical and operational gaps.</p> <p># of Regional Nutrition Cluster web-forums in full operation through www.oneresponse.info by mid 2010</p> <p># of regions that facilitate quarterly regional teleconferences for country (and occasionally Global) level each quarter</p> <p># of regions for which a regional map has been established for human, technical and financial capacity by end 2010</p> <p># of regions which held at least one regional meeting which fed into GNC annual meetings by end 2010</p> <p># of regional training of trainers workshops on the Cluster Approach and Tools (HTP, IFE, IPC, SMART) held in collaboration with the NIETN by end 2010</p> <p># of country representatives that attended regional/global forums each year</p> <p># of government representatives that attended regional/global forums each year</p> <p># of technical issues for which an assessment/ in depth analysis is completed by end 2010, including next steps for implementation of recommendations</p> <p># of cluster endorsed tools/ adapted and translated for region/country use by end 2011</p>	6	3. Support national-level human, technical and financial resource mapping, for preparedness, response and recovery as the basis for analysis of gaps and subsequent communication of needs for responsive action within the GNC strategic framework;									Nutr Adviser	CO					
		6	4. Build national-level capacity through training, mentoring, and by convening annual regional cluster meetings, supporting thematic working groups as needed, and ensuring the participation of Country Nutrition Cluster stakeholders in key regional and global forums;											CO			
		6	5. Establish regional oversight on priority technical issues including the understanding and harmonizing of needs assessment tools and methods to ensure accountability and transparency in the decision-making											CO			
		6	6. Establish a regional repository of nutrition in emergencies literature.											RO, CO,			
		2	7. Identify NIETN members with capacity to support TOT training and knowledge of cluster tools for regional level training and run joint TOT tools orientation training and carefully evaluate and adapt where necessary.											RO, CO,			
		2	8. Ensure country cluster coordinators, active cluster members and key government staff are informed of key meetings and support their active participation and contribution to these meetings.											RO, CO			
	1	9. Work closely with the RNA to identify the key technical issues they need addressing and identify a technical/research group who can help fill the gap. Ensure focus is on operational research that can lead to clear action/implementation at regional and country level	(2 max)										RO, CO, GNC				
	2	10. Work closely with the ROs to identify priority tools for translation and support process and dissemination where necessary.											RO, CO				

Description	Expected Results		Target(s)	Activities	PD OMP Functions TL G D N SU M K P C4 M D A E	Quarters 1 2 3 4 5 6 7 8	Required Inputs	Funding		Focal Point	Collaboration		
	Indicator(s)	Description						Amount	Type		Intra Divisional	Intra Sectional	External to PD
. Country and regional level takeholders are supported in their accountabilities through greater inter-cluster coordination, global partnerships, technical leadership, capacity development, resources and directly inform global strategic planning.	# of GNC Core group staff members (Cluster Coordinator, Cluster Adviser (Capacity Development), Consultant (GVA)) in place by March 2010	# of GNC meetings held each year (annual global meetings, donor meetings, working group meetings/teleconference and regional meetings)	3	1. Establish a GNC core group team at Global level (Cluster Coordinator, Capacity Building Project Manager, Consultant Technical; 2. Actively participate in inter-cluster strategy and planning meetings and ensure continual direct communication with other relevant clusters including WASH, Health, Agriculture (Food Security), Protection; 3. Initiate, facilitate and participate in global meetings, donor meetings, working group meetings/teleconference and regional meetings; 4. Attend priority global/regional technical meetings based on strategic relevance;	X	X	FT Contract, SSA	778,000	OR	HR, HATIS Chief, Nutrition Section			
	# of new global partnerships formed by end 2011	# of new sub-working groups established by end 2010 which reflect priority needs identified at country and regional level	3	3. Initiate, facilitate and participate in global meetings, donor meetings, working group meetings/teleconference and regional meetings; 4. Attend priority global/regional technical meetings based on strategic relevance;	X	X	X			Cluster Coordinator			
	Date by which GNC governance note produced, ratified and disseminated, and TORs for working groups and steering committee formalized.	Date by which the GNC Steering Committee is fully operational	end Feb 2010	5. Foster improved global partnerships including with the SCN; 6. Establish new sub-working groups reflecting needs identified at country and regional level;	X	X	TA	25,000	OR	Cluster Coordinator	HATIS		
	# of regional cluster coordinator trainings completed by end 2011	# of regional cluster coordinator formalized.	end Feb 2010	6. Establish a GNC Steering Committee to oversee GNC strategic direction and planning and ratification of WG priorities and plans;	X	X	X	960,000	OR	Cluster Coordinator			RO
	# of GNC annual meetings held each year with representation from donors, governments, other clusters, country and UNICEF Nutrition Regional Advisers	Date by which GNC governance survey/questionnaire) on perceptions and strategic focus of the GNC is completed	July 2010	8. Support the establishment of an HTP coordinating focal group under the CDWG; 9. Strengthen GNC governance by setting out and agreeing financial, communication, administration processes and through developing clear TOR for the GNC, the working groups and TOR at country and NIE section;	X	X	X	85,000	OR	Cluster Coordinator	HATIS, Other Clusters		RO, CO, GNC Core WG
	date when the global plan has been disseminated	Date the Annual review (survey/questionnaire) on perceptions and strategic focus of the GNC is completed	end Feb 2010	10. Ensure regular contact with the UNICEF NIE section;	X	X	X	15,000	OR	Cluster Adviser			RO, CO, GNC Core WG



Description	Expected Results	Activities	PD OMP Functions	Quarters	Required Inputs	Amount	Type	Focal Point	Collaboration		
									Intra Divisional	Intra Sectional	External to PD
		26. Develop accountability framework through a minimum information reporting system;									
		27. Examine the convergence and gaps in current key assessment tools, actively participate in the OCHA NATF and provide coordination for the main nutrition assessment tools, partnerships and presentational initiatives (SMART, HNTS, IRA, etc).									

Grand total (funded and unfunded)					6,091,000
Funded RR	\$	-			
Funded OR	\$	6,051,000			
Total Funded	\$	6,051,000			
Unfunded	\$	40,000			
Unfunded	\$	40,000			



**Interoffice Memorandum**

To: Mr. Werner Schultink  
Chief, Nutrition Section  
Programme Division  
UNICEF

Date: 26 January 2010

From: Bruce Jenks  
Assistant Administrator and Director, Partnerships Bureau  
UNDP New York

Extension: 6005

Subject: Knowledge Management Proposal Final Approval

File: ----

I. Approval Status

On behalf of the MDG-F Steering Committee I am pleased to inform you that your knowledge management proposal for the thematic window on Children, Food Security and Nutrition in the amount of US\$ 750,000 is now ready for signature and release of funds. In order to proceed to the transfer of funds, please submit the following:

- the signed project document/annual work plan required by your organization to apply for funding;
- designated programme manager/responsible person for this initiative; and
- bank account details.

Upon receipt of the requested information and signed project document/AWP, we will proceed to the disbursement of the funds..

II. Design comments

N/A

III. Management arrangements and delegation of authority

On receipt of a copy of the signed document, the Fund Secretariat will transfer the full allocation to your organization as indicated in instructions provided by you.

With best wishes.

cc.

H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations  
Mr. Juan Lopez Doriga, Director-General for Planning & Evaluation, MFA Madrid  
MDG-F Secretariat