

# Decentralized Evaluation

## **Thematic Evaluation – End of Term Evaluation Renewed Efforts Against Child Hunger and undernutrition**

**June 2014 to August 2017**

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UN Network for SUN (UNN)/REACH Secretariat

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## **Annex 1: Terms of Reference**

### **THEMATIC EVALUATION:**

#### **End of Term Evaluation of**

#### **Renewed Efforts against Child Hunger and undernutrition (REACH) in Burkina Faso, Haiti, Mali, Myanmar and Senegal from 2014-2017**

#### **UN Network for SUN (UNN)/REACH Secretariat**

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## **1. Introduction**

1. These Terms of Reference (TOR) are for a thematic evaluation of REACH in Burkina Faso, Haiti, Mali, Myanmar and Senegal. This is an end of term evaluation commissioned by the UN Network for SUN (UNN)/REACH Secretariat and will cover the period from 2014-2017.
2. These TOR were prepared by the Evaluation Manager (EM), Tania Goossens, in consultation with the UNN/REACH Secretariat, following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. REACH - Renewed Efforts Against Child Hunger and undernutrition – is an inter-agency initiative that was established by the four initiating UN partner agencies: Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO) in 2008 in an effort to strengthen the fight against poverty and undernutrition. It was later joined by the International Fund for Agricultural Development (IFAD) as an adviser. REACH takes place in the context of the Scaling Up Nutrition (SUN) Movement which was established in 2010. SUN is currently active in 59 countries, galvanizing the support of multiple stakeholder Networks, including the UN Network for SUN (UNN), to reduce malnutrition. REACH is a country-centred, multi-sectoral approach to help strengthen national capacity for nutrition governance, which also includes support to all SUN Networks and other partner organisations to ensure effective engagement in multi-stakeholder processes and platforms. REACH is based on a theory of change<sup>1</sup> which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved<sup>2</sup>. It also assumes that improved nutrition governance requires progress towards increased awareness and stakeholder consensus, strengthened national policies and programmes, increased human and institutional capacity, and increased effectiveness and accountability. After three pilot countries started in 2008, the REACH Memorandum of Understanding (MOU) was signed by the initiating partners in December 2011 and REACH was fully operational by 2012. In March 2015, the initiating partners agreed to extend REACH through a re-validated MOU with WFP remaining as designated host agency. It was also confirmed that REACH serve as the secretariat for the UN Network for SUN (UNN), previously co-facilitated with the UN Standing Committee for Nutrition.

## **2. Reasons for the Evaluation**

4. The reasons for the evaluation being commissioned are presented below.

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<sup>1</sup> Please see annex 1 for the full theory of change.

<sup>2</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume I Evaluation Report. Oxford: Mokoro Ltd, October 2015.

## 2.1. Rationale

5. Monitoring and evaluation is a high priority for REACH in order to build understanding of its effect on improving nutrition governance and ultimately nutrition outcomes in participating countries; for knowledge sharing and learning across REACH countries and with other stakeholders. Since nutrition governance must be tailored to each unique situation and is led by government, lesson learning and knowledge sharing are strongly linked to REACH's goal achievement and has, therefore, been a high priority. The evaluation aims to address aspects that cannot be understood through routine monitoring, in particular the extent to which REACH's outcomes have been achieved, factors affecting REACH outcome achievement and a comparison of country experiences in REACH implementation.
6. An independent external evaluation<sup>3</sup> (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government<sup>4</sup>. Serving the dual purpose of accountability and learning, it assessed REACH's relevance and appropriateness, performance, the factors explaining results, and sustainability. A summary of the findings can be found in Annex 2. In 2014, Global Affairs Canada (GAC) funded four additional REACH generation 2 countries (Burkina Faso, Myanmar, Haiti and Senegal) and provided additional funding to Mali. The generation 2 countries were not part of the IEC given the short implementation time at the time of the evaluation. However, as per the donor agreement, each country is expected to have an external evaluation linked to their Country Implementation Plans (CIP). As funding for these countries will terminate at the end of 2017, this end-term evaluation will focus on these four countries and Mali. The evaluation is timed so as to allow country visits to be undertaken while all facilitators are still in country.
7. The findings and recommendations of the evaluation will inform the UNN/REACH Secretariat and participating countries of progress and effects and enable them to understand how their own experiences compare to those of other countries. This is important information to improve current and future programmes. The findings of this evaluation will likewise provide evidence on which the Canadian government, and other donors can make a decision about future funding.

## 2.2. Objectives

8. The evaluation will address the dual and mutually reinforcing objectives of accountability and learning.
  - **Accountability** – The evaluation will assess and report on the performance and results of REACH in 5 GAC-funded countries. A management response to the evaluation recommendations will be prepared by the UNN/REACH Secretariat to document the level of agreement with the recommendations and the steps to be taken to address the recommendations; and
  - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will enable learning of particular countries, especially through the case studies, as well as

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<sup>3</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume I Evaluation Report. Oxford: Mokoro Ltd, October 2015.

<sup>4</sup> Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

highlight lessons learned across countries. The evaluation will also provide evidence-based findings to inform REACH's future operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

9. The evaluation will give equal weight to both accountability and learning.

### 2.3. Stakeholders and Users

10. A number of internal and external stakeholders have interests in the results of the evaluation and some of these will be asked to play a role in the evaluation process. Table 1 below provides a preliminary stakeholder analysis, which will be deepened by the evaluation team as part of the Inception phase.

**Table 1: Preliminary Stakeholders' analysis<sup>5</sup>**

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
<b>INTERNAL STAKEHOLDERS</b>	
<b>UNN/REACH Steering Committee</b> (representatives from FAO, IFAD, WHO, WFP and UNICEF)	The SC is the main governing body for REACH and is closely involved in the decision making and direction setting of REACH. The SC has an interest in the performance and results of REACH as well as in recommendations to be applied for any future REACH countries. SC members will act as key informants and are also members of the Evaluation Reference Group (ERG).
<b>UNN/REACH Secretariat</b>	The Secretariat carries out global level activities of REACH and manages and monitors progress at country level. It has an interest in the performance and results of REACH in the 5 countries and what should be used in the future. The evaluation will also be useful for fundraising. Secretariat staff play a role as key informants and selected staff are on the Evaluation Committee (EC).
<b>Global Affairs Canada (GAC)</b>	GAC has funded REACH in 12 countries since 2011. GAC has an interest in an impartial account of the performance and results of REACH in the 5 countries funded for accountability purposes and future funding decisions. GAC is represented on the ERG.
<b>REACH facilitators</b>	The facilitators have an interest in the country case studies but also in the findings of the evaluation as a whole with regards to performance and results and how their experiences compare to those of the other REACH countries. REACH facilitators (both past and present) play a role as key informants. They will also assist with the provision of country level documentation, the programme for country visits and facilitate access to key stakeholders.
<b>Members of REACH Country Committees</b>	These are the stakeholders (country representatives of the REACH agencies) who are appointed in country to govern the REACH process. Their role in the evaluation is as key informants, and it will be important to have as many of them as possible in the final debriefing meeting in country.

<sup>5</sup> This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

<b>Nutrition Focal Points at country level (FAO, WFP, WHO, UNICEF, IFAD)</b>	The nutrition focal points work closely with the facilitators in the implementation of REACH. They have an interest in the country studies and in learning from other countries. Their role in the evaluation is that of key informants and liaison within their agencies. They should be able to comment on the effectiveness of REACH in facilitating UN coordination.
<b>Regional Nutrition Advisors (FAO, WFP, WHO and UNICEF) (IFAD does not have)</b>	The regional nutrition leads do not play a direct role in REACH but may offer a regional and, therefore, a more external perspective of the impact of REACH at country level as key informants. They may be interested in the final evaluation report, as well as country studies if within their region, depending on how much exposure they have had to REACH.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>SUN (global and country level)</b>	The role of REACH past, present and future is key to SUN, and therefore, the evaluation is of interest to SUN at country level (SUN government focal point) and the SUN Movement Secretariat (global). Both the SUN focal points (country level) and the Country Liaison Team at the SMS will act as key informants in the evaluation. SUN Focal Points and a representative of the Country Liaison Team are also members of the ERG.
<b>Government Ministries (MoH, MoA and Food, Social Welfare, water etc. as relevant)</b>	Government Ministries, in particular those involved in nutrition policy, practice and budgeting, are a key external partner to REACH (though the role will depend on the set up in country). They would be interested in lessons learned from REACH in their countries as well as others. They will act as key informants on experience to date of REACH as appropriate.
<b>SUN Networks at country level</b>	CSOs, donors and the private sector at country level are working within the context of the SUN networks, where these have been established and/or supported. As a service of the UNN, REACH facilitates harmonised and coordinated UN nutrition efforts. REACH in some countries is also supporting the functioning of other SUN networks. Members of the SUN networks at country level will be key informants.

While the ultimate beneficiaries of REACH are women and children under five years of age, REACH support, given its focus on strengthening the capacity of national governments and supporting UN agencies, impacts these beneficiaries only indirectly. They will, therefore, not be included in the evaluation.

11. The primary users of this evaluation will be:

- The UNN/REACH Secretariat and its UN agency partners in decision-making, notably related to REACH establishment, implementation and management across countries. Lessons learned will also be used to improve current programmes and when expanding REACH to other countries in the future.
- In-country stakeholders, including government (SUN Focal Points in particular), UN, non-governmental partners, key donors, REACH facilitators to know how effective REACH is, how to redirect if and when needed to improve effectiveness, and how lessons can be shared across countries.
- Global Affairs Canada (GAC), as the donor with the highest level of interest since the evaluation focuses on countries funded by the Canadian government. Other



donors may be interested in the results because of their potential to fund the REACH approach in other countries.

- Other global actors, in particular the SUN Movement Secretariat (SMS) and SUN Networks, with an interest in coherence and synergies between SUN and REACH at country level; including also the role played by REACH in supporting the establishment and functioning of SUN Networks including UNN.

### **3. Context and subject of the Evaluation**

#### **3.1. Context**

12. In 2008 the Directors-General of FAO and WHO and the Executive Directors of UNICEF and WFP wrote a letter to Country Representatives recognizing undernutrition as a key component to malnutrition and health. The letter noted that the causes of undernutrition are preventable and linked undernutrition to overall economic and social development. The letter committed the agencies to developing a partnership called the Renewed Efforts Against Child Hunger and undernutrition (UN REACH) in an effort to strengthen the fight against undernutrition. IFAD later joined REACH in an advisory role. REACH was initially intended to help countries accelerate progress towards the Millennium Development Goal MDG1, Target 3 (to halve the proportion of underweight children under five globally by 2015) primarily through a public health oriented approach. This approach evolved over time to reflect an evolving broadened multi-sectoral approach which was articulated also in the 2013 Lancet Series<sup>6</sup>.
13. REACH takes place in the context of other UN and global initiatives on nutrition. The SUN Movement was launched in 2010 and is currently active in 59 countries. With the governments of countries in the lead, it unites stakeholders from civil society, the UN, donors, businesses and academia in a collective effort (SUN Networks) to end malnutrition in all its forms. REACH is a country-centred, multi-sectoral approach to help strengthen national capacity for nutrition governance, which also includes support to all SUN Networks and other partner organisations to ensure effective engagement in multi-stakeholder processes and platforms.
14. In March 2015, the four principals of FAO, UNICEF, WFP and WHO agreed to extend REACH through a re-validated MOU and WFP remain the designated host agency. The principals also confirmed that REACH serve as the secretariat for the UNN, a role previously co-facilitated with UNSCN. The UNN supports the achievement of all Sustainable Development Goals (SDGs) and the Agenda 2030, with a specific focus on Goal 2, as endorsed by the United Nations Decade of Action on Nutrition (2016-2025). The UNN Strategy (2016-2020) further situates REACH within the UNN with tools, human resources and experiences that can be drawn upon, for support in response to assessed needs, where extra support is needed and where funding is available. UNNs are present in all SUN countries while REACH support is present in only a sub-set of SUN countries, depending on demand from national government and the UNN.

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<sup>6</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

### 3.2. Subject of the evaluation<sup>7</sup>

15. REACH aims to reduce maternal and child undernutrition in participating countries as part of country efforts to achieve development goals. REACH's contribution is to strengthen nutrition governance and management in the countries in which it works. Two overarching theories underlying REACH are that:
  - a. Through **better coordination** and less duplication, nutrition actions will be more efficiently and effectively delivered.
  - b. By taking a **multi-sectoral approach** to nutrition, both nutrition direct and sensitive interventions will have a bigger impact on nutritional status of women and children.
16. To strengthen national governance and management, REACH implements standardized approaches and tools in each country (see Annex 3). Capacity strengthening of national actors is a critical dimension.
17. REACH's modus operandi is to establish national facilitation mechanisms to support countries to intensify coordinated action to address undernutrition and stunting. An international facilitator is usually teamed up with a national facilitator to support the establishment of effective systems for nutrition governance and management, which are defined as sustainable, government-led, multi-sectoral and solution-oriented and partnerships-based. Implementation arrangements have varied from country to country depending on the national context.
18. REACH has a multi-tiered management structure with an international secretariat based at WFP in Rome and governance in the form of a steering committee that includes representatives of all partner agencies, in addition to its country level governance.
19. Knowledge sharing systems are established and coordination mechanisms are set up. The multi-sectoral approach aims to engage relevant government ministries across relevant sectors on nutrition-specific and nutrition-sensitive actions to ensure resources are used most effectively to reach those children in need.
20. The ultimate beneficiaries of REACH are women and children under five years of age, the most affected vulnerable populations with nutritional deficiencies. REACH supports the integration of gender equality and women's empowerment in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition. Indicators are broken down by sex and data is analysed with a gender perspective.
21. As shown in the REACH log frame<sup>8</sup> (see Annex 4), REACH established a high level impact aim of improving the nutritional status of children under five years of age and women. This would be achieved by addressing the four REACH outcomes:

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<sup>7</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

<sup>8</sup> The REACH log frame was first drafted in 2011 and a second version, with a reduction in the number of impact, outcome and output indicators, was produced in 2013. The log frame has not undergone any further changes; except that the language around Core Priority Interventions has been changed to Core Nutrition Actions.

**Outcome 1:** *Increased awareness and consensus* of stakeholders of the nutrition situation and the best strategies and priorities for improvement

**Outcome 2:** *Strengthened national policies and programmes* that operationalize and address nutrition through a multi-sectoral approach

**Outcome 3:** *Increased human and institutional capacity* on nutrition actions at all levels

**Outcome 4:** *Increased effectiveness and accountability* of stakeholders in implementing and supporting nutrition actions

22. REACH began in three pilot countries<sup>9</sup>. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011 in eight additional countries<sup>10</sup>. In 2014, the Canadian Department of Foreign Affairs, Trade and Development (DFATD) signed a grant to provide funding to four generation 2 countries (Burkina Faso, Haiti, Myanmar and Senegal) and additional funding to Mali, a generation 1 country. Implementation began in mid-late 2014 (Burkina Faso and Senegal) and early-mid 2015 (Haiti and Myanmar). An overview of REACH resources to and country budgets can be found in Annex 5.
23. REACH has been successful in providing a unique, neutral facilitating and catalytic function at country level, resulting in it being recognized as SUN “boots on the ground” in the 2015 evaluation. It has been equally recognized for its quality tools and strong competent staff. Challenges with REACH have been with regards to building national ownership of the approach and its tools as well as UN agency participation, both of which have impacted the sustainability of efforts post-REACH. This appears less of a challenge for generation 2 countries following the establishment of UNN for SUN at country level and clarity around the role of REACH as a service of the UNN. REACH tools have also been fine-tuned and become much more embedded in the country nutrition governance process. Cumulative processes and learnings of REACH have helped accelerate progress in generation 2 countries. One remaining challenge for REACH is in mobilizing long-term funding to be able to implement the approach over a five year period, as recommended by the evaluation in 2015, and to be able to respond to country requests for support. REACH has, however, managed to diversify its donor base.

## 4. Evaluation Approach

### 4.1. Scope

24. The evaluation will assess the effectiveness and efficiency of REACH, its progress/achievements of results and the sustainability of those achievements in five countries, including country case studies. The evaluation will also examine issues that are cross-cutting in nature (such as gender and equity, participation, national ownership, use of evidence, progress monitoring and reporting). The evaluation will assess to what extent REACH outputs and outcomes addressed gender and equity considerations. The evaluation will assess processes,

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<sup>9</sup> Laos and Mauritania in 2008 followed by Sierra Leone in 2010

<sup>10</sup> Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

coordination arrangements, governance and partnerships at country level and assess the support provided by the UNN/REACH Secretariat to the five countries.

25. Funding was received in March 2014 and activities are ongoing in all five countries up to the present time. Therefore, the evaluation reference period will be from June 2014 up until August 2017, when the evaluation's data collection will take place in order to assess the fullest extent of results achievement.

## 4.2. Evaluation Criteria and Questions

26. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Effectiveness, Efficiency, and Sustainability. The evaluation will assess what has been achieved by REACH at country level and its overall performance and effectiveness in achieving its objectives and outcomes, which are to improve nutrition governance and management and, ultimately, improve nutrition in the five countries covered by the evaluation. The evaluation will focus on assessing changes at the outcome level using both quantitative and qualitative data. It will also assess REACH's efficiency and the extent to which REACH has been able to build sustainable nutrition governance and management mechanisms in the five countries including policies, systems and capacity. Impact will not be assessed as the length of the REACH implementation period has not been long enough to see changes at the impact level. The evaluation will not assess the relevance of REACH since this was assessed during the 2015 evaluation. This evaluation will include an assessment of gender and equity issues, which is particularly important considering that REACH aims to positively impact women and children.

27. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which, collectively, aim at highlighting the key lessons and performance of REACH. The selected evaluation team will be expected to develop the exact questions during the Inception phase:

### Question 1: Performance at the country level<sup>11</sup>:

- i) **Effectiveness:** Analysis of the nature, quantity and quality of results against those intended; and unintended, including both positive and negative effects. The focus is on to what extent REACH has been able to achieve its intended outcomes and to what extent REACH's efforts are being reflected and taken up in policy and action planning at country level;
- ii) **Equity:** Extent to which REACH outputs and outcomes address equity consideration, including gender equity which is relevant to all four outcome areas: awareness raising and consensus building; policies and action planning; country priority interventions and coordinating mechanisms; and tracking and accountability systems; as well as the extent to which outputs and outcomes are moving towards achieving REACH's intended impacts on women and children;
- iii) **Efficiency:** Quantitative and qualitative assessment of the observed outputs produced in relation to inputs; how efficient are the administrative structures that REACH has put into place; are the current and/or proposed arrangements

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<sup>11</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

for managing REACH the most cost and administratively effective; and, could the results have been achieved more efficiently through other means.

**Question 2: Contributing/explanatory factors:** Analysis of the factors which affect REACH's performance and results, including *inter alia*:

- i) The operational and policy environments, capacity and resources, skills and knowledge in participating countries;
- ii) The governance and management of REACH at the country level;
- iii) REACH partnerships at country level including: whether the necessary commitment, agreement and actions were taken by partners to support REACH to achieve its objectives.

**Question 3: Sustainability**

- i) Sustainability of the results achieved and of the REACH operational model;
- ii) The extent to which REACH is contributing to increased national ownership and its leadership role in multi-sectoral nutrition governance and coordination.

#### **4.3. Data Availability**

- 28. The REACH log frame includes a range of qualitative and quantitative indicators. The evaluation team will be given baseline and end line monitoring data for each of the five countries. No data have been collected on the impact indicators as they are long-term and it is too early to see impact.
- 29. Due to the nature of REACH, many of the REACH indicators are perception based. While REACH has put in place tools for the collection of these data and a clearly defined scoring system, the primary data source for many of the indicators is the UN focal point team and the REACH facilitator's observations.
- 30. The factors discussed above have implications for the reliability of data as well as in terms of data comparability across countries. Not only are there differences in the way that the indicators have been applied at country level but the subjectivity of some of the scoring processes makes verifying the data challenging. As a result, the evaluation conducted in 2015 did not include an analysis against all of the outcome and output indicators. Instead, broader analysis and observations were noted.
- 31. The evaluation team will be given additional information including the Country Implementation Plans, budgets and annual work plans. Monthly reports, minutes of calls and meetings and donor reports will also be made available.
- 32. Concerning the quality of data and information, the evaluation team should:
  - a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection
  - b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

#### **4.4. Methodology**

- 33. This section presents the overall preliminary methodology for the evaluation. Building on this, a complete methodology guide will be designed by the evaluation team during the inception phase. It should:

- Employ the relevant evaluation criteria [effectiveness; efficiency; sustainability];
- Demonstrate impartiality and lack of biases by enabling findings to be triangulated from a variety of information sources and both qualitative and quantitative data derived primarily from interviews with the full range of REACH stakeholders, data analysis, and document and records reviews;
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
- Carry out case studies in all five countries to capture the diversity of country context and operational modalities employed. An explanation of how country level findings will be analysed and, where possible, synthesized should be included in the Inception Report. Case studies are to explore the achievement of outputs and outcomes, whether or not REACH is on track to achieve the planned impact, indications of the sustainability of efforts, and the processes and methods used as well as the different modus operandi employed and their effectiveness. Case studies will be based on document review and interviews with stakeholders and those implementing REACH. The sampling technique to impartially select stakeholders to be interviewed will be specified in the Inception Report;
- Include an analysis of available baseline and end line data on REACH outcomes which will be analysed at country level and across countries (where possible);
- Enable an assessment of the effectiveness and efficiency of the governance and management of REACH at country level including the REACH Country Committee and technical group, as well as support provided by the REACH Secretariat;
- Enable an assessment of the effectiveness of REACH partnerships at country level, including whether the necessary commitment, agreement and actions were taken by all partners to support REACH to achieve its objectives;
- Where relevant, data will be disaggregated by sex, by age group and by country. The evaluation findings and conclusions, including the country case studies, will highlight differences in performance and results of the operation for different beneficiary groups as appropriate.

34. The following mechanisms for independence and impartiality will be employed:

- An Evaluation Committee (EC) will be established to support the Evaluation Manager (EM) throughout the process, review evaluation deliverables and submit them for approval to the Chair of the EC.
- An Evaluation Reference Group (ERG) will be established to review and comment on evaluation TOR and deliverables. ERG members act as experts in an advisory capacity without any management responsibilities.
- Further information on both mechanisms can be found in section 7 below. A list of members of the EC and ERG can be found in Annex 6.

35. Potential risks to the methodology include timing of the evaluation, in particular with regards to the availability of key stakeholders including facilitators (some whose contracts are ending mid-year and there is the risk they may leave earlier for other employment). This will be mitigated by confirming the country visit agenda as early as possible and plan in line with people's availability and contract end dates. Additional risks are with regards to unforeseen political instability or security issues. This will be mitigated again through mission planning, including identifying beforehand any upcoming events such as elections and liaising with security staff.

#### 4.5. Quality Assurance and Quality Assessment

36. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
37. DEQAS will be systematically applied to this evaluation. The WFP EM will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
38. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
39. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarters provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
  - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - b. recommendations on how to improve the quality of the final inception/evaluation report
40. The EM will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards<sup>[1]</sup>, a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
41. This quality assurance process as outlined above does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
42. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in [WFP's Directive \(#CP2010/001\)](#) on Information Disclosure.
43. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

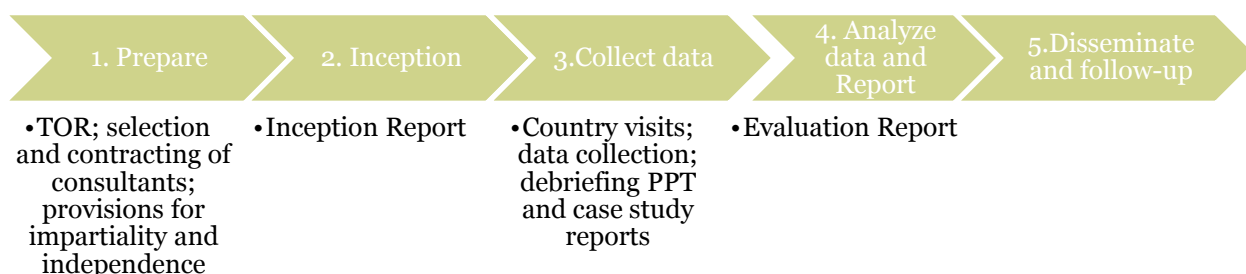
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<sup>[1]</sup> [UNEG 2016 Norms and Standards states](#) Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

## 5. Phases and Deliverables

44. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

**Figure 1: Summary Process Map**



45. During the **preparation phase**, the EM develops the evaluation TOR in line with procedures. The EM will support the contracting of consultants and prepare a document library and communication and learning plan. Deliverables: evaluation TOR, TORs for EC and ERG, document library, communication and learning plan.

46. During the **inception phase**, the EM will organise an orientation meeting and share relevant documents with the evaluation team for the desk review. The EM will help organise inception meetings (remote) with key stakeholders. The evaluation team will be responsible for drafting the inception report, including an evaluation matrix and stakeholder analysis. This will be shared with the outsource Quality Support Advisory service and updated accordingly by the EM before being shared with the ERG for comments. Final inception report will be submitted to the EC for approval. Deliverable: inception report.

47. To initiate the **data collection phase**, the EM will work with the evaluation team on a country visit agenda, including meetings, identifying stakeholders and providing administrative support as required. The evaluation team will undertake data collection as per the agreed agenda. At the end of the field work, the evaluation team will conduct a PPT debriefing based on data gathered and early analysis conducted. Deliverable: debriefing PPTs (one per country).

48. The **report phase** includes the analysis of data gathered and the drafting, review, finalisation and approval of the evaluation report. This phase is largely the responsibility of the evaluation team, with inputs from the EM, EC and ERG. The draft evaluation report will be shared with the outsource Quality Support Advisory service and updated by the EM before being reviewed by the ERG. A final evaluation report will be submitted to the EC for approval. Deliverable: final evaluation report.

49. During the **dissemination and follow up phase**, the EC will develop a management response to the evaluation recommendations. Both the evaluation report and the management response will be made publicly available by the EM. All stakeholders involved in the evaluation will be requested to disseminate the evaluation report. UNN/REACH Secretariat will prepare a Management Response and follow up on the status of implementation of the recommendations.

50. A more detailed evaluation schedule can be found in Annex 7.



## **6. Organization of the Evaluation**

### **6.1. Evaluation Conduct**

51. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Tania Goossens, the Evaluation Manager. The team will be hired following agreement with WFP on its composition.
52. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. They will respect that people share information in confidence and inform participants of the score and limitations of confidentiality. Neither EC members nor staff implementing REACH will participate in meetings where their presence could bias the response of the stakeholders. Further, the evaluation team will act impartially and in an unbiased manner and respect the [code of conduct of the evaluation profession](#).

### **6.2. Team composition and competencies**

53. The evaluation team is expected to include 4 members, including the team leader. The team leader will be international and will be joined by a regional consultant for West Africa and a national or international consultant for Haiti (1) and Myanmar (1), respectively. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions as specified in the scope, approach and methodology sections of the TOR. At least one team member should have WFP experience.
54. The team will include members with expertise and practical knowledge in the following areas:
  - Food security and nutrition issues and governance, policy and advocacy.
  - Multi-sectoral nutrition programming at country level.
  - Coordination mechanisms, multi-sectoral partnerships or leadership.
  - Institutional change and capacity building.
  - Gender expertise / good knowledge of gender issues
  - All team members should have strong analytical and communication skills, evaluation experience and familiarity with the countries they are evaluating
  - The team should have the appropriate language capacity (English, French).
55. The Team leader will have technical expertise in one of the areas listed above as well as in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including excellent English writing and presentation skills. The Team Leader should also have French language capacity.
56. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
57. The team members will bring together a complementary combination of technical expertise required and have a track record of written work on similar assignments.

58. Team members will: i) undertake documentary review; ii) conduct field work; iii) participate in relevant meetings including the debriefing; iv) draft and revise case studies for their respective countries; v) contribute to the final evaluation report.

### 6.3. Security Considerations

59. **Security clearance** where required is to be obtained for all travel:

- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.<sup>12</sup>

60. However, to avoid any security incidents, the EM is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them.
- The team members observe applicable UN security rules and regulations.

## 7. Roles and Responsibilities of Stakeholders

61. **The UNN/REACH Secretariat:**

**a-** The **Global Coordinator** of the UNN/REACH will take responsibility to:

- Assign an EM for the evaluation: Tania Goossens, Programme Officer.
- Compose the internal EC and the ERG (see below).
- Approve the final TOR, inception and evaluation reports.
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an EC and of an ERG.
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the EM and the evaluation team.
- Organise and participate in two separate debriefings, one internal and one with external stakeholders.
- Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations.

**b- Evaluation Manager:**

- Manages the evaluation process through all phases including drafting this TOR
- Ensure quality assurance mechanisms are operational
- Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
- Ensures expected use of quality assurance mechanisms (checklists, quality support)
- Ensure that the team has access to all documentation and information necessary to the evaluation; facilitate the team's contacts with stakeholders; set up meetings and field visits; provide logistic support; and arrange for interpretation, if required.
- Help ensure the organisation of security briefings for the team as appropriate.

62. **An internal Evaluation Committee** has been formed as part of ensuring independence and impartiality. The EC is composed of key staff of the

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<sup>12</sup> Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

UNN/REACH Secretariat<sup>13</sup>. The EC will oversee the evaluation process by making decisions, giving advice to the EM and commenting on and clearing evaluation products submitted to the chair for approval. EC members will also be responsible for ensuring evaluation recommendations are implemented.

63. **An evaluation reference group** has been formed and is composed of REACH internal and external stakeholders<sup>14</sup>. The ERG will review the evaluation products as further safeguard against bias and influence.
64. WFP Country offices will provide logistical and administrative support to the evaluation team as appropriate
65. Stakeholders in participating countries and at the REACH Secretariat will be asked to provide information necessary to the evaluation; be available to the evaluation team to discuss REACH, its performance and results; facilitate the contacts with stakeholders; and help set up meetings. A detailed agenda will be presented by the evaluation team in the inception report.
66. **The Office of Evaluation (OEV)**. OEV will advise the EM and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective.

## **8. Communication and budget**

### **8.1. Communication**

67. The EM will ensure consultation with stakeholders on each of the evaluation phases as shown in Figure 1 (above). In all cases the stakeholders' role is advisory. The evaluation team will conduct country debriefings at the end of country data collection. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A communication plan for the evaluation will be drawn up by the EM during the inception phase. The evaluation report will be posted on WFP's external website and the UNN/REACH website once complete.
68. Key outputs during the evaluation phase will be produced in English. Country case studies for Haiti, Senegal, Mali and Burkina Faso will be produced in French. Should translators be required for field work, they will be provided.
69. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, it will be translated into French and any French language country case studies will be translated into English. During the inception phase, the EC will agree on a plan for report dissemination in line with evaluation objectives.

### **8.2. Budget**

70. **Budget:** For the purpose of this evaluation, the budget will include:

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<sup>13</sup> A list of members can be found in Annex 6.

<sup>14</sup> idem.

- Hire of individual consultants through Human Resources (HR) action and thus be determined by “*HR regulations on consultancy rates*,”
- Coverage of travel expenses and subsistence fees for consultants as appropriate;
- Provisions for stakeholder workshops as defined in the evaluation timeline and country mission schedules;
- Translation of final evaluation products.
- GAC has provided funding for the evaluation, through the REACH Trust Fund. The overall expected cost of the evaluation, including preparatory work, is estimated at USD 120,000. This includes an estimated 83 days for the Team Leader, 47 days for the Regional Consultant and 16 days each for the two national consultants.

Please send any queries to Tania Goossens, Evaluation Manager, at [tania.goossens@wfp.org](mailto:tania.goossens@wfp.org) or (+39) 06 6513 2348.

## Annex 1 REACH Theory of Change

**At country-level, REACH pursues four primary outcomes leading to developmental impact**

### REACH Theory of Change



## **Annex 2      Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015<sup>15</sup>**

### **CONCLUSIONS**

1. Across the eight countries, most of REACH's progress was made towards outcomes 1 and 2, with less or no progress on outcomes 3 and 4. This was related in part to limited timeframes and the sequential nature of REACH's outcomes.
2. REACH's progress was significantly influenced by the performance of the Secretariat in Rome. The process of launching REACH was slow and in some respects disjointed and confused. The Secretariat's system has gradually introduced a reasonably standardized programme of effort across eight or more countries.
3. REACH fits well with the international nutrition agenda and convening UN agency priorities; and has been broadly relevant to country policies and priorities. There are limitations in applying a standard model insufficiently adjusted to local realities and under tight timeframes.
4. REACH has provided relevant, timely and well-prioritized facilitation and support, which has furthered the nutrition response in the countries where it has been present. REACH has successfully contributed to greater stakeholder engagement, with progress in REACH countries in the level of commitment to nutrition, more effective priority setting, and capacity building. REACH has also made, but with more variable levels of success, a contribution to monitoring and to accountability.
5. The achievements and weaknesses of REACH reflect its key design and implementation qualities. Positive features include: flexibility of procedures and arrangements; on the ground presence; quality tools and instruments; strong dialogue; neutrality; and a focus on processes as well as results. REACH has also effectively supported SUN in furthering the nutrition agenda. However, there has been an element of overshadowing by the SUN movement, which has contributed to REACH being relatively less known and understood.
6. The challenges that REACH has faced reflect: its weak TOC; the ambitious nature of its plans and timeframes; the sequential nature of REACH's outcomes (requiring more time to be implemented); varying levels of ownership by governments; and lack of partnership strategy that caused low levels of buy-in and support from its partner agencies. The REACH TOC did not sufficiently take account of outcome to impact level factors such as the importance of high level political commitment by Governments, the political economy of the UN, and the lack of clear accountability and incentives for support to REACH within the UN. The latter was undermined by the absence of: i) sustained commitment from the highest level of the UN organizations; ii) a clear mandate by the UN to coordinate and work together; and iii) strong and enforced accountability mechanisms.
7. In practice, government and UN commitments were not always strong and clear enough for things to move forward. In terms of internal governance, the variable and in some cases low level of commitment and buy-in of the Technical Group and the REACH Coordinating Committee (RCC) at country level were key factors affecting performance. In a crowded global landscape, the establishment of REACH and its existence continues to be questioned by some nutrition actors.
8. Overall, the results and achievements of REACH are unlikely to be sustainable unless additional investments and efforts are made. There has been insufficient attention to the effects on SUN when REACH ends. The strategies for exiting from countries were premature compared to the level of progress in country, and were developed late in the process.

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<sup>15</sup> Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

## Recommendations

41. The evaluation team formulated these recommendations at a time when various far-reaching decisions had recently been made, including on: i) REACH becoming the secretariat of the UN Network for SUN; and ii) in parallel, the roll-out of arrangements for funding REACH in additional countries. These decisions assume that there is a continued need for REACH and influence its future role, functioning, structure and scope.

42. **Recommendation 1:** The core function of REACH should continue to be facilitation and coordination of country-level nutrition responses, with a strong focus on maintaining and developing its reputation for neutrality. This function should be based on two modes of intervention: one should involve multi-year facilitation services, building on the approach adopted to date; and the other should involve specialized short-term facilitation and related services for countries meeting specific criteria.

43. Continued support at the country level to strengthen facilitation in the SUN countries<sup>16</sup> should recognize that it may be possible to continue multi-annual “REACH-like” engagements in selected countries – subject to full appraisals – but that in other countries the REACH contribution will have to be on a smaller scale, with specific criteria developed to ensure feasibility. REACH’s perceived neutrality has allowed it to be effective as a broker among different organizations and entities. To maintain this neutrality, clear limits should be placed on the time, type of engagement and resources that REACH dedicates to supporting the UN Network for SUN.

44. **Recommendation 2:** REACH should develop a medium-term vision, strategies and an operating plan for its second phase, which has a five-year timeframe to align effectively with SUN’s five-year timeframe and strategy.

45. This will require:

- extending the timeframe in existing REACH countries by two more years to consolidate gains and move towards sustainability (Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania); and
- adopting a five-year timeframe in new countries from the outset.

46. **Recommendation 3:** As part of its key strategies for engagement, REACH should encourage the UN Network for SUN – which REACH now coordinates – to align its focus with REACH’s core function of facilitation and coordination. The network – and REACH’S support to it – would thus have a central mission in mobilizing the technical strength of the United Nations for facilitating scaled-up and effective country-level nutrition responses.

47. REACH’s new and additional responsibility as Secretariat of the UN Network for SUN provides the possibility of greater alignment between SUN and REACH. There is opportunity and potential risk in the new arrangement. The opportunity lies in the fact that the valuable resources and leveraging power of the UN can be used effectively in the nutrition response. The risk is that of side-tracking what REACH has done well and of REACH losing its valuable neutrality. To address this risk, there is a need for clarity on what the UN Network for SUN can achieve and for this to align with the focus and mandate of REACH.

48. **Recommendation 4:** The next phase of REACH – and further decisions on funding multi-year, country-level interventions – should be based on a thorough reappraisal of the REACH theory of change, which should recognize that the role of REACH is facilitation and related services, rather than technical assistance or support. The new theory of change should form both the role of REACH as the implementer of SUN in the field and its support to the UN Network for SUN. It should be broadly disseminated to contribute to better understanding of REACH’s role in the overall nutrition environment.

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<sup>16</sup> SUN covers 55 countries (<http://scalingupnutrition.org/sun-countries>).

49. The design of any future REACH multi-year intervention should explicitly state and test the assumptions on which it is based and identify the conditions for receiving REACH support. The evaluation identified five conditions for implementation of REACH multi-year programming: i) a senior REACH facilitator should be in-country for a minimum of five years; ii) thorough consultative preparation by and commitment from all parties; iii) plans for supporting immediate start up; iv) financial commitments from UN partners to supporting the REACH approach; and v) early work on approaches to sustainability.

50. **Recommendation 5:** To inform the new theory of change, REACH should commission a study of the architecture of technical assistance for scaling up nutrition. The study should include facilitation and identify priority areas for REACH, taking into account the work of other technical-support partners. The study should be used to inform REACH's medium-term plan of action and its strategies for engagement in the coming five years (see recommendations 1–4).

51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better coordinating their planning, resourcing, implementation and advocacy efforts in the nutrition sector at the country level.

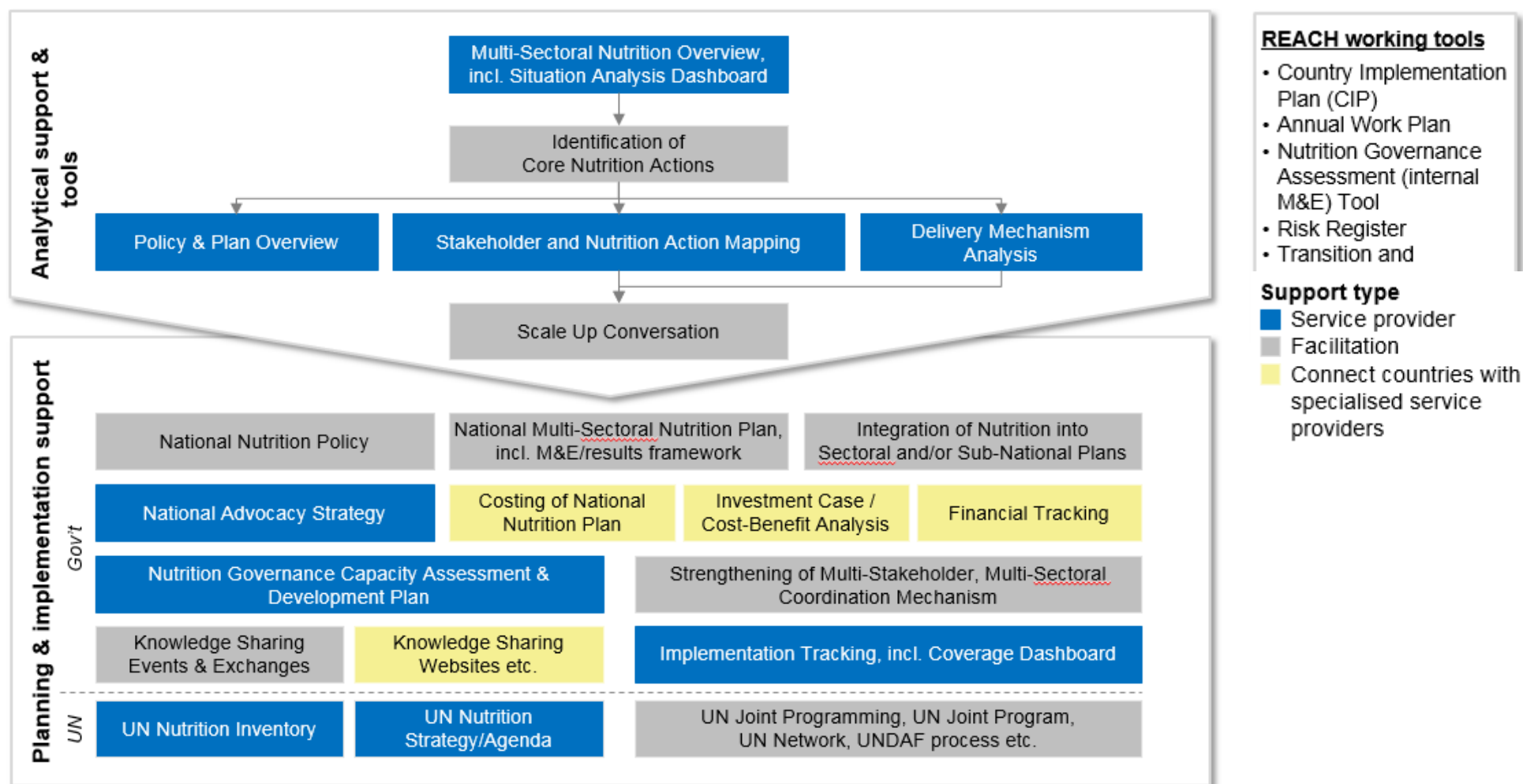
52. Future work to support country-level coordination of nutrition interventions through REACH should be contingent on serious and public commitment at all levels of UN agencies to better coordinate their planning, resourcing, implementation and advocacy efforts in this sector. To this end, high-level commitments from agencies need to be matched with commitments to collaboration at technical level, underscoring that this will entail a less agency-centred approach. In the absence of these commitments, there is the risk that REACH will lose focus, waste effort and ultimately fail.

53. **Recommendation 7:** The REACH partnership should proactively explore and develop funding options and sources for its second phase. Recognizing its recently augmented role regarding the UN Network for SUN, it should particularly encourage appropriate financial allocations from member agencies (see recommendation 6), donors and host countries. Funding from host governments should be encouraged as a means of ensuring sustainability in countries where multi-year engagement is foreseen.

54. **Recommendation 8:** Country-level implementation of REACH should continue to be guided by CIPs and annual plans. However, CIP processes should be revised to ensure maximum leadership and buy-in from all stakeholders. CIPs should also adopt an approach to ensuring that equity and gender issues are part of the country-level work and global advocacy on nutrition. Ensuring that REACH has expertise in gender and equity, establishing incentives for national actions on gender and equity in nutrition, and monitoring progress against indicators are all essential.

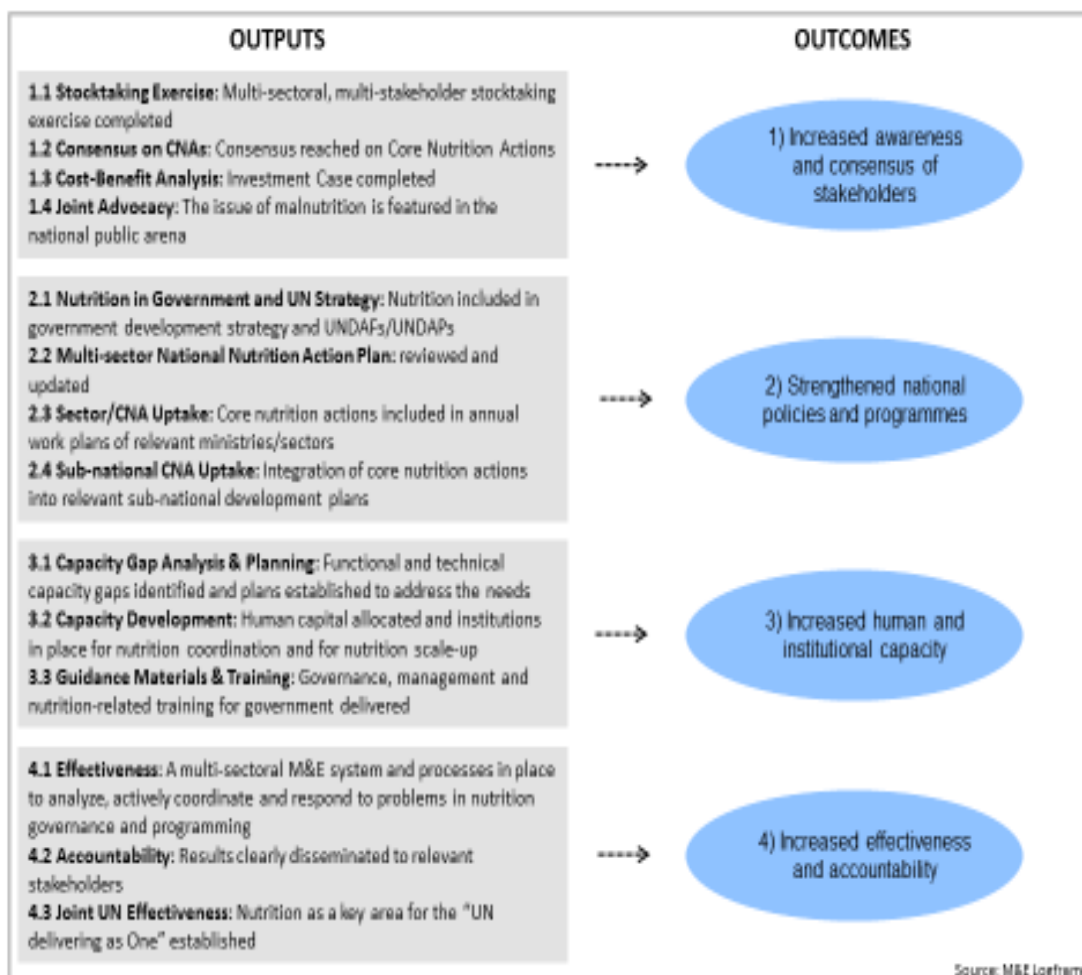


### Annex 3 REACH deliverables and tools



## Annex 4 REACH Log frame

### REACH activities are designed to produce various outputs



## Annex 5 Overview of REACH Resources and Country Budgets for Burkina Faso, Haiti, Mali, Myanmar and Senegal

### REACH active donor grants

Donors	Contribution	USD	Grant Validity	Countries
EU	EUR 550,000	586,980	Feb 2017-April 2018	Chad
Irish Aid	EUR 1,000,000	1,086,957	Dec 2016-Dec 2017	Lesotho, Sierra Leone, Zimbabwe & Tanzania
<b>Canada - GAC - Generation 2*</b>	<b>CAD 5,000,000</b>	<b>4,488,330</b>	<b>2014-2017</b>	<b>Burkina Faso, Haiti, Mali, Myanmar &amp; Senegal</b>
Canada - GAC - Generation 1	CAD 15,000,000	15,290,520	2011-2016	Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania & Uganda

### Canada - 2. grant agreement

Country*	USD (2014-2017)
Burkina Faso	845,833
Haiti	764,500
Mali**	285,000
Myanmar	760,000
Senegal	925,833
<b>Total</b>	<b>3,581,166</b>

\*NB: A no-cost extension has been granted for the five countries to 31.12.2017

\*\*Mali had received funding from a previous grant which expired in 2016

## **Annex 6      Membership of the Evaluation Committee and of the Evaluation Reference Group**

### **Evaluation Committee**

Nancy Walters, UNN/REACH Secretariat (Chair of EC) (replaced by Nicolas Bidault as EC Chair)

Nicolas Bidault, UNN/REACH Secretariat

Tania Goossens, UNN/REACH Secretariat (Evaluation Manager)

Christine Wenzel, UNN/REACH Secretariat

### **Evaluation Reference Group**

Martin Bloem, WFP (replaced by Lauren Landis, WFP)

Anna Lartey, FAO

Victor Aguayo, UNICEF

Francesco Branca, WHO

Juliane Friedrich, IFAD

Isabelle Laroche, Global Affairs Canada (replaced by Joyce Seto, GAC)

Maimouna Doudou, REACH Burkina Faso

Ousmane Ouedraogo, REACH Burkina Faso

Bertine Ouaro, SUN Focal Point Burkina Faso

Souleymane Diallo, REACH Mali

Amadou Fofana, REACH Mali

Dr Djibril Bagayoko, SUN Focal Point Mali

Sophie Cowppli-Bony, REACH Senegal

Aida Gadiaga, REACH Senegal

Abdoulaye Ka, SUN Focal Point Senegal

Agnes Solano, REACH Haiti

Marie-Mona Alexis, REACH Haiti

Dr. Joseline Marhone, SUN Focal Point Haiti

SanSan Myint, REACH Myanmar

Dr. May Khin Than, Director of the National Nutrition Center (NNC) (SUN Secretariat Myanmar)

Delphine Babin-Pelliard, SMS (replaced by Fanny Granchamp and Thahira Mustafa, SMS)

## Annex 7 Evaluation Schedule

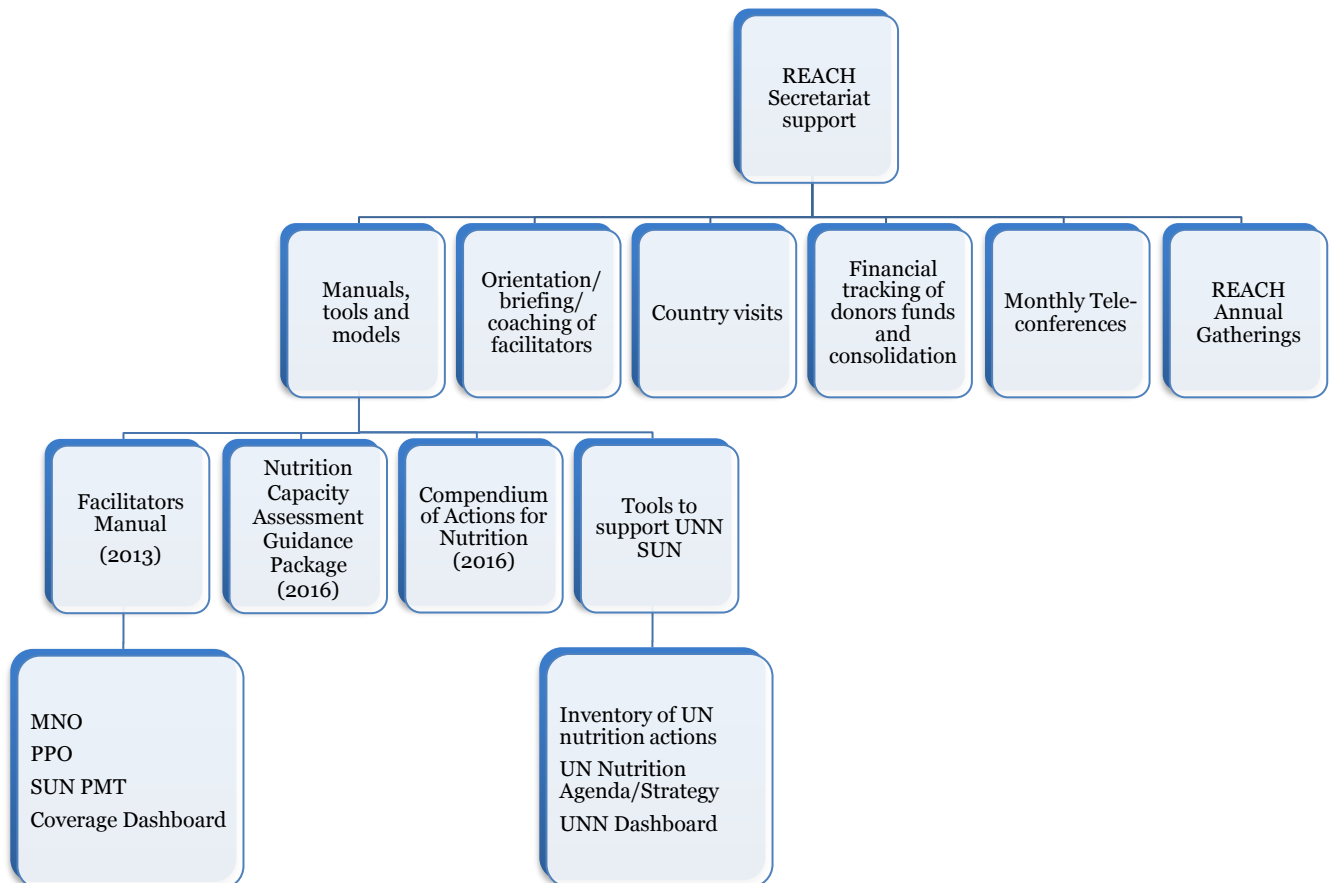
	Phases, Deliverables and Timeline	Key Dates
	<b>Phase 1 - Preparation</b>	<b>2017</b>
	Desk review, first draft of TOR and quality assurance	March 8
	Circulation of TOR and review by ERG and EC	March 21
	Identification and recruitment of evaluation team	March 31
	<b>Final TOR</b>	March 31
	<b>Phase 2 - Inception</b>	
	Data library to evaluation team for desk review	April 7
	Orientation call with evaluation team	April 12
	Inception mission to Rome	April 25
	Review documents and draft inception report including methodology.	April 25-May 5
	<b>Submit draft inception report to Evaluation Manager</b>	May 5
	Quality assurance and feedback (EM and quality support system)	May 12
	Revise inception report	May 17
	<b>Submit revised inception report to Evaluation Reference Group</b>	May 17
	Revise inception report	May 24-26
	<b>Submit revised inception report to Evaluation Committee</b>	May 26
	Sharing of inception report with stakeholders for information	May 29
	<b>Phase 3 – Data collection and analysis</b>	
	<b>Field work (Senegal, Mali, Burkina Faso, Haiti, Myanmar) (on average 10 calendar days per country)</b>	<b>May 28-August 15</b>
	<b>In-country Debriefing (at end of each country visit)</b>	June 5-August 15
	<b>Phase 4 - Reporting</b>	
	Draft evaluation report	August 15-September 22
	<b>Submit Draft evaluation report to Evaluation Manager</b>	<b>September 22</b>
	Quality assurance and feedback (EM and quality support system)	September 29
	Revise evaluation report	October 6
	<b>Submit revised evaluation report to Evaluation Reference Group</b>	October 24
	Consolidate comments	November 2
	Revise evaluation report	November 20
	<b>Submit final evaluation report to Evaluation Committee</b>	<b>November 25</b>
	<b>Phase 5 Dissemination and follow-up</b>	
	Final report disseminated to all stakeholders	December 1
	Follow up on recommendations	December onwards

## **Annex 8      Acronyms**

CIDA	Canadian International Development Agency
CNA	Core Nutrition Action
CO	Country Office
CSO	Civil Society Organization
DEQAS	Decentralized Evaluation Quality Assurance System
DFATD	Canadian Foreign Affairs, Trade and Development
EC	Evaluation Committee
EM	Evaluation Manager
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation
MDGs	Millenium Development Goals
MoA	Ministry of Agriculture
MoH	Ministry of Health
MoU	Memorandum of Understanding
OEV	Office of Evaluation
REACH	Renewed Efforts against Child Hunger & undernutrition
SC	Steering Committee
SDGs	Sustainable Development Goals
SMS	SUN Movement Secretariat
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework

UNDAP	United Nations Development Assistance Plan
UNDSS	United Nations Department of Safety & Security
UNICEF	United Nations Children’s Fund
UNN	UN Network for SUN
UNSCN	United Nations Standing Committee on Nutrition
WFP	World Food Programme
WHO	World Health Organisation

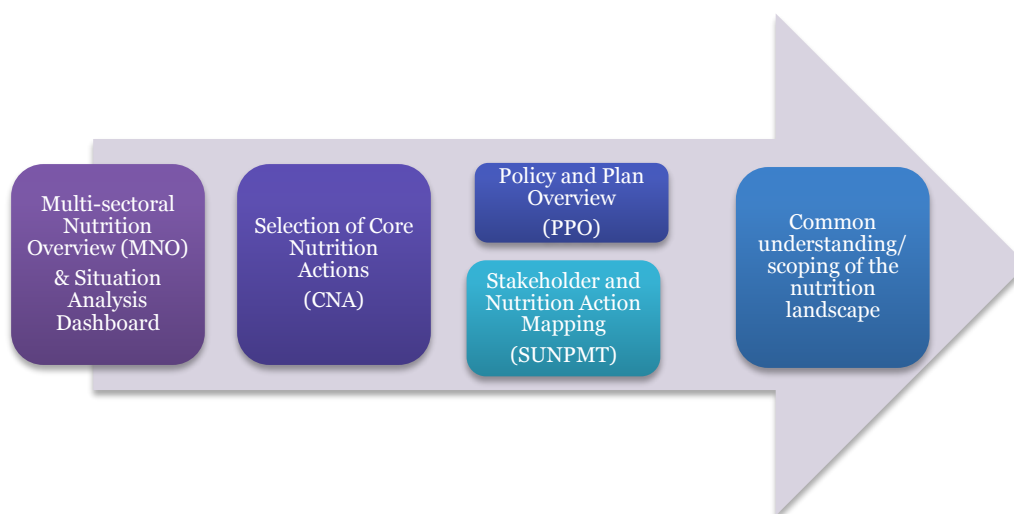
## Annex 2: UNN/REACH Secretariat support



Source: Evaluation Team



## Multi-sector and multi-stakeholder stocktaking



Source : Evaluation team

The **Multi-sectoral Nutrition Overview (MNO)** aims at presenting nutrition trends, a causal analysis (underlying and basic causes) and a situation analysis dashboard intended as a synthesised tool for policy-makers and practitioners.<sup>17</sup>

The MNO is expected to inform the selection of **Core Nutrition Actions (CNAs)**. An example of CNAs is provided below.

Core Nutrition Actions – Myanmar		
	Area	Planning and Monitoring Tool (PMT) core nutrition actions to be mapped
Nutrition Specific	<b>Infant and young child feeding</b>	Promotion of infant & young child feeding (IYCF) Provide child health checks, including Growth Monitoring Practices (GMP)
	<b>Micronutrients supplementation &amp; fortification</b>	Provide Vitamin A supplementation for children (6-59 months) children and postnatal women, within one month after delivery Provide Iron/folate supplementation for Women of Reproductive Age and adolescent girls Carry out/support food fortification including salt iodization
	<b>Management of malnutrition</b>	Provide therapeutic and supplementary feeding as part of Integrated Management of Acute Malnutrition
	<b>Disease prevention &amp; management</b>	Provide deworming tablets for children (2-9 years) and pregnant women after the first trimester Provide diarrhea treatment ORS/Zinc for Under 5 children Provide Ante Natal Care, at least 4 + visits including counseling on optimal nutrition practices. Provide Post Natal Care (PNC) visit 4 times during the Post Partum period at (post delivery 24 hours and 72 hours; 3 weeks and 6 weeks)
Nutrition Sensitive	<b>Improved nutrition practices</b>	Provide nutrition and healthy lifestyle education for adolescents (10 – 19 years) Promotion of health, nutrition and hygiene activities in communities, schools and health facilities
	<b>Improvement of WASH practices at household level</b>	Promotion of safe hygienic environment and hygiene education Provide materials / construct infrastructure and behavior change communication for hand washing and improved sanitation that considers gender specific needs
	<b>Social protection</b>	Provide nutritious school feeding combined with nutrition education Provide nutrition sensitive social safety net actions for example cash, vouchers and food
	<b>Food agriculture &amp;</b>	Nutrition-sensitive agriculture activity such as crop diversification
	<b>Rural development</b>	Ensure Food safety through measuring all hazardous contaminants in foods and taking actions accordingly (Safe food storage, postharvest facilities, and processing facilities along the value chain, especially for women-headed households)
		Alternative income generation activities like micro, small and medium enterprises for all, particularly women Enhance household food security with activities such as small scale horticulture, fishery and livestock especially for women

<sup>17</sup> REACH. 2013. REACH Country Facilitator Manual (2<sup>nd</sup> Edition)

The purpose of the **Policy and Plan Overview (PPO)** is to determine the extent to which nutrition - in particular CNAs - are already reflected in national policies.<sup>18</sup> The PPO template utilizes a scoring system to assess the extent to which nutrition is addressed in existing policies and strategies (for example a score of greater than 0 up to 25 percent is assigned if "nutrition is somewhat addressed" or a score of greater than 25 up to 50 percent if "nutrition is partially addressed", etc.).

The **Stakeholder and Nutrition Action Mapping**, which is developed using the Scaling-up Nutrition Planning and Monitoring Tool (SUNPMT), provides both qualitative stakeholder mapping ("who does what where") and quantitative information, namely coverage of CNAs at national and sub-national levels. The tool contains pre-defined actions based on the Compendium of Actions for Nutrition (CAN) across multiple sectors that can be adapted to country needs and priorities.<sup>19</sup> The results are expected to contribute to improving planning at national and sub-national levels as well as other multi-sectoral nutrition processes such as coordination and implementation of CNAs.<sup>20 21 22</sup>

### **Nutrition Capacity Assessment Guidance Package**

The UNN/REACH Secretariat jointly with the UNN at global level (HQ focal points) developed a guidance package on capacity gap assessments, building on REACH experience (for example in Nepal and Ghana) as well as on the tools of UN agencies, which was released in 2016. Ideally the gap assessment should be timed in such a way that the costed capacity development plan with short, medium and long-term actions can be integrated into the multi-sectoral nutrition action plan.

### **Development of guidance material and training of national staff**

REACH facilitators manual states: "The overall goal of REACH is to build national capacity so as to strengthen national nutrition governance and management to improve nutrition among women and children under five years old. Ultimately, REACH outcomes are to be achieved by the national government with the support of UN partners. Facilitation is a means to this end, with the two techniques intersecting where capacity development of facilitation techniques occurs." Some statements in the manual suggest that facilitators will also be conducting training; advice is given to them to: "use robust training methodologies with appropriate pedagogy adapted to context and to the audience; take into account local languages; adopt medium- to long-term approaches (e.g. training, refresher courses, formative supervisions or others)".<sup>23</sup>

### **Knowledge sharing**

Knowledge sharing within countries may include as relevant: conducting annual or bi-annual events; organizing workshops or conferences in collaboration with other stakeholders; and documenting various REACH experiences in support of inter-country exchanges. Knowledge sharing across countries involves the participation of facilitators in conference calls with the UNN/REACH Secretariat to keep abreast of REACH developments in other countries and attending REACH annual gatherings and global SUN Movement gatherings.<sup>24</sup>

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<sup>18</sup> The PPO was included under outcome 2 as deliverable 2.1.1 in the initial CIP

<sup>19</sup> UNN for SUN/REACH Secretariat. 2016. Compendium of Actions for Nutrition

<sup>20</sup> REACH Secretariat. 2016. Scaling-up Nutrition Planning and Monitoring Tool (SUNPMT) Overview.

<sup>21</sup> REACH Secretariat. Scaling-up Nutrition Planning and Monitoring Tool (SUNPMT) Terms of Reference.

<sup>22</sup> REACH Secretariat/BCG. Scaling-up Nutrition Planning and Monitoring Tool (SUNPMT) Training Guide.

<sup>23</sup> Table 1 page 25 of REACH Facilitators Manual

<sup>24</sup> REACH. 2013. REACH Country Facilitator Manual (2<sup>nd</sup> Edition)

## **Joint UN Effectiveness**

REACH support to the development of a UN joint strategy involves two steps: completion of a UN nutrition inventory and organizing and facilitating a strategic workshop.<sup>25</sup>

The UN Nutrition Inventory compares the focus/concentration/magnitude and location of UN nutrition contributions mapping them against national nutrition priorities as a basis upon which to develop a UN vision/response.

Strategic workshops or retreats, which are organized, funded and facilitated by REACH aim at achieving the following: shared understanding of UN agencies current contributions to nutrition; agreement on key elements of a UN Nutrition Strategy/Agenda; agreement on roles and responsibilities across UN agencies for supporting the government nutrition agenda, including nutrition governance; agreement on key M&E indicators and processes; and next steps to move forward on deliverables.

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<sup>25</sup> REACH. 2015. REACH Guidance Package - Developing a UN Nutrition Inventory and a country level UN Nutrition Strategy/Agenda

### Annex 3: Country-specific planned outputs and deliverables

Burkina Faso	
Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
<b>Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation</b>	
1.1 Multi-sector & multi-stakeholder stocktaking	
Nutrition analysis including situation analysis dashboard	2015
Stakeholder and nutrition action mapping exercise	2015
Validation and dissemination meeting	2015 and 2016 and modified “scaling up CRF dialogue workshop”
Policy and Plan Overview	2015
1.2 Consensus on Core Nutrition Actions (CNA)	
Technical assistance and facilitation of CNA prioritization	2015
Facilitation of targeting by intervention	2015 and 2016 and modified - Finalization/validation CRF
1.3 Cost-benefit analysis	
Facilitation of recommendations integrated in the advocacy strategy	
1.4 Joint Advocacy Strategy	
Development of a National Advocacy and Communication Strategy	2015, 2016, 2017 and 2 new activities (advocacy workshop for new government and strategy validation workshop)
Identification of dissemination opportunities	2015
Identification of nutrition champions	2016
Facilitation of strategy implementation at central and sub-regional levels	2015, 2016, 2017
<b>Outcome 2 Strengthened national policies and programmes</b>	
2.1 Integration of nutrition in government and United Nations strategies	
Review of policy and action plans	2015
Identify opportunities to integrate nutrition into framework documents	2015, 2016
Leverage opportunities to integrate nutrition in government and UN strategies	2015, 2016, 2017
Integration of nutrition as a transversal question in the UNDAF 2016-2020	2015, 2016, 2017
2.2 Review/update of multi-sector national nutrition policy/strategy/action plan	
Support revision of PNN (not planned in the CIP)	2015
Development of PSMN (2016-2020) and Common Results Framework (CRF)	2015, 2016, 2017 and new activity: reproduction of PNN and PSMN
Action Plan costing	2015, 2016, 2017 and 1 new activity: Resource Mobilization Workshop
2.3 CNA integration into the annual work plans of ministries/sectors concerned	
Help identify sectoral focal points	2015, 2016
Support integration of CNAs into AWP	2016
2.4 CNA uptake at the regional and sub-regional levels	
Analysis of regional development plans	2016
Support integration and/or implementation of CNAs in regional development plans	2016, 2017 broken into: exploratory analysis sharing; consultation on integration processes; guide development
<b>Outcome 3 Increased human and institutional capacity</b>	
3.1 Coordination capacity	
Analyze existing coordination mechanisms at national and regional levels	2015
Identify human and institutional capacity reinforcement needs	
Support identification/creation of a coordination mechanism	2015, 2016, 2017
Contribute to developing TOR for proposed nutrition coordination mechanisms	2015, 2016
Develop costed capacity reinforcement plan	2017

Burkina Faso		
Outputs and deliverables as planned in CIP		Outputs and deliverables in annual work plans
Contribute to reinforcing multi-sectoral coordination mechanism/ regional coordination capacity		
Contribute to establishment of SUN Networks		2015, 2016, 2017
3.2 Capacity building		
Identify capacity building needs for concerned sectors and levels		2015, 2016, 2017
Develop costed capacity building plan		2015, 2017
3.3 Orientation and training material		
Development of TORs to strengthen capacity at the community level		2016
Recruitment of one or more experts to develop guides and carry out capacity development		2016
Develop a training guide for stakeholders		2016
Organize briefings in identified fields		2016
3.4 Knowledge sharing network		
Ensure dissemination of experiences/studies/research		2015, 2016, 2017
Facilitate experience sharing between country stakeholders and between countries		2015, 2016, 2017
Facilitate case study documentation and exchange with interested parties		2015, 2016, 2017
<i>Creation and implementation of a website (not planned in the CIP)</i>		2016, 2017
<b>Outcome 4 Increased effectiveness and accountability</b>		
4.1 Effectiveness - Implementation of a multi-sectoral monitoring and evaluation system and process		
Implement a M&E framework for the multi-sectoral action plan		2015, 2016
Advocate for and support the integration of nutrition indicators in sectoral M&E systems		2016, 2017
Strengthen coordination mechanism's capacity for evaluation monitoring		2017
4.2 Accountability: results disseminated to all involved stakeholders		
Support development of coverage dashboard to monitor coverage and impact indicators at the national, regional, community and sectoral levels		2016, 2017
Support a performance review of nutrition indicators		
4.3 Joint UN effectiveness		
Support establishment of UNN with TOR and work plans		2015, 2017 broken into 3 activities: sharing UN agency nutrition action inventory results; finalisation and reproduction of the shared agenda; development of 2017 work plan
Support establishment and functioning of the UN Network by putting nutrition on EPNU meeting agenda		2015, 2016, 2017
Support the development of a UN joint strategy on nutrition		2015, 2016, 2017
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process

Haiti			
Outputs and deliverables as planned in CIP		Outputs and deliverables in annual work plans	
Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation			
1.1 Multi-sector & multi-stakeholder stocktaking			
Multi-sectoral nutrition overview		✓	
Stakeholder and nutrition action mapping		✓	
1.2 Consensus of Core Nutrition Actions (CNA)			
Facilitate prioritization of CNAs		✓	
1.3 Cost-Benefit Analysis: Investment Case (IC)		Only in 2016	
Facilitate integration of IC recommendations e.g. in advocacy strategy			
1.4 National Advocacy and communication		In 2016 & 2017	
Develop strategy			
Identify dissemination opportunities			
Help identify nutrition champions			
Outcome 2 Strengthened national policies and programmes			
2.1 Incorporation of nutrition in Government and UN Strategy		In 2015 only	
Review of existing policies			
Leverage opportunities to integrate nutrition in government policies & strategies		In 2015 only	
2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan		In 2016 and 2017	
Identify opportunities to align nutrition and FS strategies			
Support development of common results framework-CRF			
2.3 CNA uptake in sectoral annual work plans		In 2015 only	
Advocate for nomination of nutrition focal points			
Advocate for CNA integration in sector annual plans			
2.4 Sub-national CNA Uptake			
Analyse decentralized plans			
Advocate for CNA integration into decentralized plans			
Outcome 3 Increased human and institutional capacity			
3.1 Coordination capacity		Maintained in 2015 and then replaced by:	
Analyse existing consultative frameworks of at national and department level		“Under the leadership of the REACH CC, support the coordination of sectors related to nutrition through existing mechanisms that bring together key sectors and partners”	
Support identification/creation of an overall consultative framework for the operationalization of CRF			
Revise/draft TOR for proposed nutrition coordination mechanisms			
Promote and support establishment of other SUN networks			
3.2 Capacity development			
Undertake functional competencies capacity gap assessment for different sectors			
Develop costed capacity development plan			
3.3 Guidance material and training			
Develop capacity development training at national and departmental level			
Train focal points and key stakeholders on nutrition governance			
Develop training material on nutrition governance and management targeting stakeholders at national and departmental level			
3.4 Establishment of a knowledge-sharing network		In 2016 and 2017	
Ensure dissemination of experiences/studies/research and facilitate documentation of case studies on best practices			
Facilitate exchange on experiences/best practices			
Outcome 4 Increased effectiveness and accountability			
4.1 Effectiveness/Implementation tracking			
Finalize M&E framework for CRF			
Identify existing information systems to obtain the necessary data about CNAs		In 2015 only	
Promote/support the integration of indicators on CNAs in existing information systems			
Define dashboard to reinforce information sharing to monitor implementation and facilitate decision-making			
Strengthen capacity of coordination mechanism to compile and analyse data			
4.2 Accountability			
Support development of coverage dashboard			
Support a performance review of nutrition indicators			
4.3 Joint UN effectiveness			
Integrate nutrition as a cross cutting theme in Haiti transition plan		✓	
Support establishment and functioning of the UN Network		✓	
Support the development of a UN joint strategy on nutrition		✓	
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process	Not retained

Mali		
Outputs	State of completion at 30 June 2014	Planned from July 2014 – 2017
Outcome 1		
Multi-sectoral Nutrition Overview (MNO)	✓	
Stakeholder and Nutrition Action Mapping	Partial (2 regions)	2016, 2017
Policy and Plan Overview (PPO)	X	2016, 2017
Consensus on Core Nutrition Actions (CNA)	Partial	2014, 2016
Cost-Benefit Analysis: Investment Case	✓	2015, 2016 (roundtable)
National advocacy and communication strategy	x (only comm. plan)	2016 (implementation of comm. plan) 2017 (national forum)
Outcome 2		
Incorporation of nutrition in Government and UN Strategy	CSCR 2012-2017 PNUAD 2008-2012	2014, 2016
Review/update of multi-sector national nutrition policy/strategy/action plan	✓	2014, 2015 (dissemination) 2016 (support to PNSAN development & action plan mid-term review MTR) 2017 (implement MTR recommendations.)
Costing of action plan	✓	
CNA uptake in sectoral annual work plans	✓	2014, 2015, 2016
Sub-national CNA Uptake	X	2014, 2015, 2016
Outcome 3		
Capacity gap assessment and elaboration of a capacity development plan	X	2015, 2016
Strengthening of institutional and human capacity	On-going	2014, 2015, 2016, 2017
Development of guidance material and training of national staff	X	2015, 2016, 2017
Establishment of a knowledge-sharing network	X	2014 (exchange visit) 2014, 2015, 2016, 2017 (participation in international meetings)
Outcome 4		
Implementation tracking	X	2014, 2015, 2016 (establish follow-up/M&E mechanism) 2016, 2017 (establish information system)
Financial tracking	X	
Coverage dashboard	X	Part of mapping
UN Network	X	2017
UN joint programming	X	2017
UN Nutrition Strategy	X	2015 (UN retreat) 2016, 2017 (inventory)

Myanmar	
Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
<b>Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation</b>	
1.1 Multi-sector & multi-stakeholder stocktaking	
Multi-sectoral nutrition overview*	✓
Stakeholder and nutrition action mapping*	✓
1.2 Consensus of Core Nutrition Actions (CNA)	
Facilitate prioritization of CNAs*	✓
1.3 Cost-Benefit Analysis: Investment Case (IC)	✓
Facilitate integration of IC recommendations e.g. in advocacy strategy	
1.4 National Advocacy and communication	✓
Develop strategy	
Develop nutrition advocacy brief*	
Help identify nutrition champions	2017 Work Plan: Support NNC for conducting sessions on nutrition during parliament sessions. Develop key talking points to lead into a more collaborative Common Narrative by the third quarter of 2017
<b>Outcome 2 Strengthened national policies and programmes</b>	
2.1 Incorporation of nutrition in Government and UN Strategy	
Review of existing policies*	✓
Leverage opportunities to integrate nutrition in government policies & strategies	✓
2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan	✓
Provide support to development of a National Plan of Action for Food and Nutrition Security (MNAPFNS) for 2016-2025*	
Identify opportunities to align nutrition and FS strategies*	
Support development of common results framework-CRF/Support Government cost of action plan as requested, around sectoral plans aligned with MNAPFNS*	✓
2.3 CNA uptake in sectoral annual work plans	✓
Advocate for nomination of nutrition focal points/tailored to MNAPFNS*	
Advocate for CNA integration in sector annual plans*	
2.4 Sub-national CNA Uptake	
Analyse decentralized plans	
Advocate for CNA integration into decentralized plans	
<b>Outcome 3 Increased human and institutional capacity for multi-sectoral nutrition governance</b>	
3.1 Coordination capacity	
Analyse existing consultative frameworks of at national and department level/Analyse existing coordination mechanisms within relevant sectors at national and sub-regional levels and provide support to MNAPFNS to make decision*	✓
Support identification/creation of an overall consultative framework for the operationalization of CRF/Support the process of operationalization of the action plan on food and nutrition	
Revise/draft TOR for proposed nutrition coordination mechanisms*	
Promote and support establishment of other SUN networks (Lead agency UNICEF/SUN Coordinator/UNICEF Consultant)*	
3.2 Capacity development	Considered Unlikely
Undertake functional competencies capacity gap assessment for different sectors	
Develop costed capacity development plan	
3.3 Guidance material and training	
Develop capacity development training at national and departmental level	
Train focal points and key stakeholders on nutrition governance	
Develop training material on nutrition governance and management targeting stakeholders at national and departmental level	
3.4 Establishment of a knowledge-sharing network	2017 Work Plan: high-level dissemination meeting for launching the Nutrition Stocktaking package in June
Ensure dissemination of experiences/studies/research and facilitate documentation of case studies on best practices	
Facilitate exchange on experiences/best practices	
<b>Outcome 4 Increased effectiveness and accountability</b>	
4.1 Effectiveness	
Finalize M&E framework for CRF	
Identify existing information systems to obtain the necessary data about CNAs*	
Promote/support the integration of indicators on CNAs in existing information systems*	
Define dashboard to reinforce information sharing to monitor implementation and facilitate decision-making*	

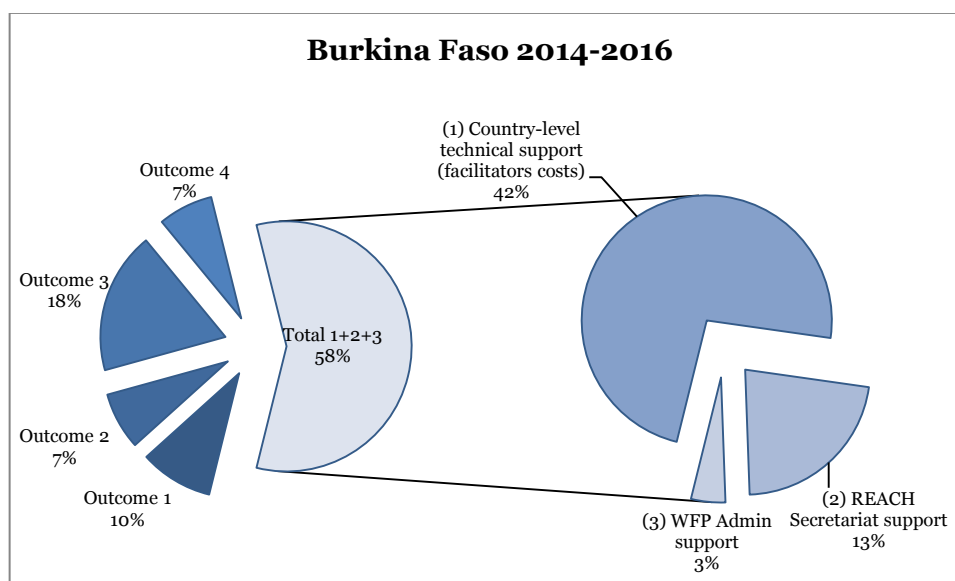


Myanmar			
Outputs and deliverables as planned in CIP			Outputs and deliverables in annual work plans
Strengthen capacity of coordination mechanism to compile and analyse data			
4.2 Accountability			
Support development of coverage dashboard			Part of stocktaking
Support a performance review of nutrition indicators			
4.3 Joint UN effectiveness			✓
Integrate nutrition into UNDAF/by liaising with new Technical Support in UNRC's office*			
Support establishment and functioning of the UN Network/and a working group for nutrition to include UNFPA, UNAIDS, UNDP, UN Women and others*			
Support the development of a UN joint strategy on nutrition			
* To indicate those activities identified as priority in the revised CIP. Blue and italic: rephrasing of activity in revised CIP			
Colour coding			
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process	Not retained or considered not feasible

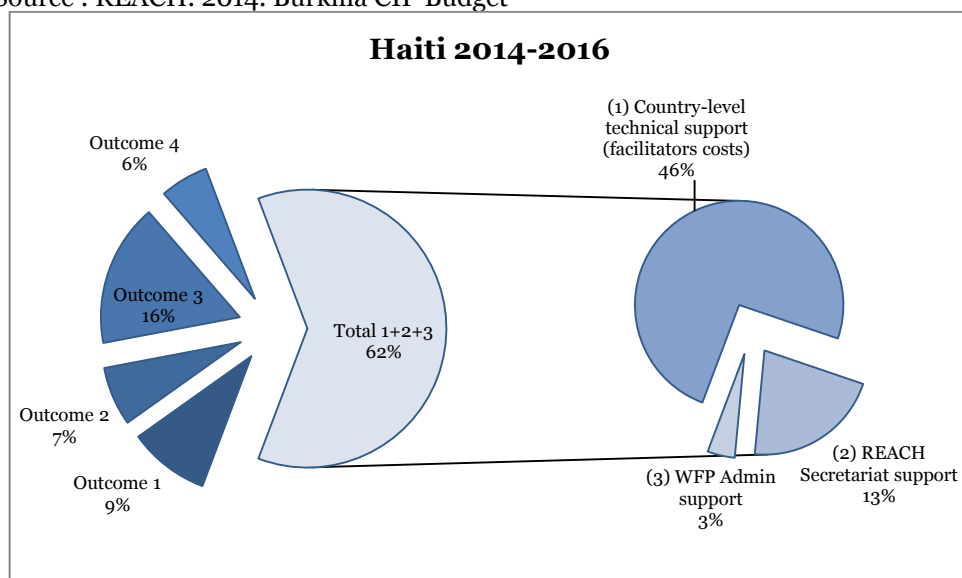
Senegal	
Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
<b>Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation</b>	
<b>1.1 Multi-sector &amp; multi-stakeholder stocktaking</b>	
Multi-sectoral nutrition overview	2015
Stakeholder and nutrition action mapping	2015, 2016, 2017
Organize a debriefing meeting and disseminate results	2015
<b>1.2 Consensus of Core Nutrition Actions (CNA)</b>	
Technical assistance and facilitation of CNA prioritization	2015
Facilitation of targeting by intervention	2015
<b>1.3 Cost-benefit analysis</b>	
Not included in the CIP	
<b>1.4 Joint Advocacy Strategy</b>	
Development of a National Advocacy and Communication Strategy	2015, 2016
Support the organization of a round table/donors event	2017 Additional activity
Identify opportunities for disseminating messages	2015, 2016
Advocacy for <i>Nouvelle Alliance pour la Sécurité Alimentaire et Nutritionnelle</i> (NASAN, New Alliance for Food and Nutrition Security) to be more nutrition-sensitive	2015, 2016
Supporter identification of nutrition champions	2015, 2016
Facilitate implementation of the communication strategy	2015, 2016, 2017 Additional activity
<b>Outcome 2 Strengthened national policies and programmes</b>	
<b>2.1 Integration of nutrition in government and United Nations strategies</b>	
Review of policy and action plans	2015, 2016
Identify opportunities to integrate nutrition into Government framework documents	2015, 2016, 2017
Leverage opportunities to integrate nutrition	2015, 2016, 2017
Integration of nutrition as a transversal question in the UNDAF 2017-2021	2015, 2016, 2017 Additional activity
<b>2.2 Review/update of multi-sector national nutrition policy/strategy/action plan</b>	
Support the review of the <i>Lettre Politique de Nutrition</i>	2015
Support the development of multi-sectoral action plan	2015, 2016, 2017
Support the costing of the multi-sectoral action plan	
<b>2.3 CNA integration into the annual work plans of ministries/sectors concerned</b>	
Support identification (elaboration of TOR) of focal points	2015, 2016, 2017
Integration of activities in sectoral work plans	2015, 2016
<b>2.4 CNA uptake at the regional and sub-regional levels</b>	
Analysis of regional and departmental development plans	2015, 2017
Integration and/or implementation of CNA at the decentralized level	2015, 2017
<b>Outcome 3 Increased human and institutional capacity</b>	
<b>3.1 Coordination capacity</b>	
Analyse coordination mechanisms at the decentralized level	2015, 2016, 2017
Identify needs in human and institutional capacity building	2015, 2016
Develop a plan to build functional capacity	2015, 2016
Strengthening capacity of consultation/coordination frameworks	
Contribute to the establishment of SUN networks	2015, 2016, 2017
Develop a note on the articulation of SUN, REACH, <i>Alliance Globale pour la Résilience</i> (AGIR, Global Alliance for Resilience) and NASAN	2015, 2016
Networking between platforms (SUN, AGIR, NASAN)	2015, 2016, 2017
<b>3.2 Capacity building</b>	
Costing of capacity building based on the results of the capacity gap assessment	2015, 2016
Training of trainers on SUNPMT	2016, 2017 Additional activity
Training at sub-regional level	2016, 2017 Additional activity
<b>3.3 Orientation and training material</b>	
TORs for capacity building	2015, 2016
Elaborate briefing guides and undertake capacity building	2015, 2016

Senegal			
Outputs and deliverables as planned in CIP			Outputs and deliverables in annual work plans
Develop a briefing guide for the training of target actors			2015, 2016
Briefings on the areas identified in the capacity gap assessment			2015, 2016
3.4 Knowledge sharing network			
Ensure dissemination of REACH tools, experiences and studies			2015
Facilitate experience sharing between country stakeholders and between countries			2015, 2016, 2017
Facilitate case study documentation			2015
Establish links between websites of different sectors			2015, 2016
Outcome 4 Increased effectiveness and accountability			
4.1 Effectiveness - Implementation of a multi-sectoral monitoring and evaluation system and process			
Implement an M&E framework for the multi-sectoral action plan			2015
Advocate for and support the integration of nutrition indicators in sectoral M&E systems			2015
Strengthen coordination mechanism's capacity for evaluation monitoring			2015
4.2 Accountability: results disseminated to all involved stakeholders			
Develop a dashboard to monitor coverage and impact			2015
Support a review of performance of nutrition indicators			2015
4.3 Joint UN effectiveness			
Integrate nutrition in UNDAF 2017-2021			2015, 2016, 2017
Support the establishment of UNN			2015
Assist the UNN by putting nutrition on the agenda of meetings			2015, 2016
Support the development of a UN joint strategy on nutrition			2015, 2016
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process	Not retained or considered not feasible

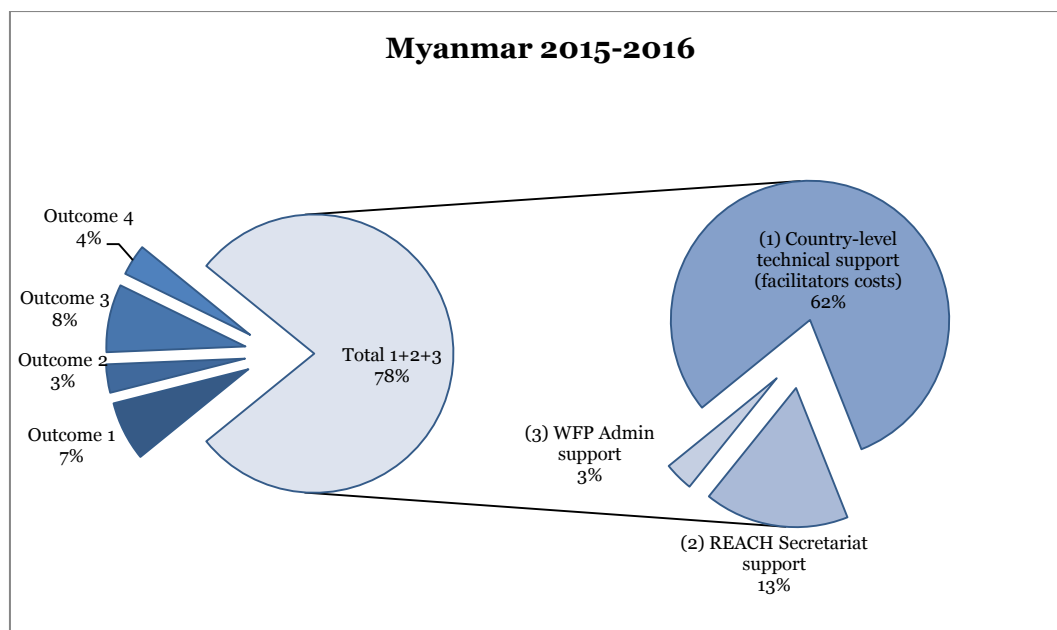
## Annex 4: Breakdown of planned budget by country per respective CIP



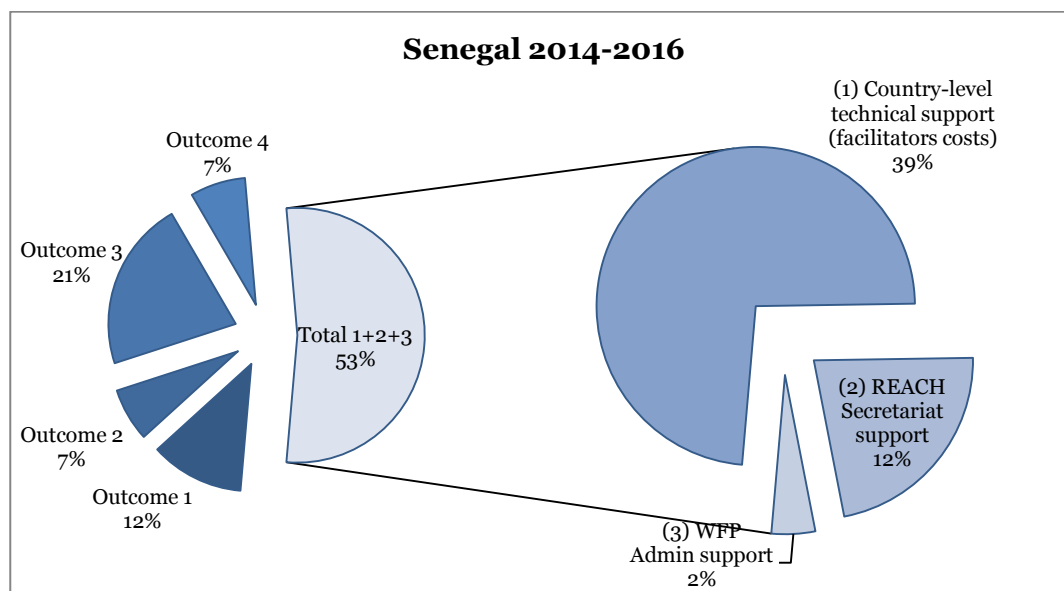
Source : REACH. 2014. Burkina CIP Budget



Source: REACH. 2014. Haiti CIP budget



Source: REACH. 2015. Myanmar CIP budget



Source: REACH. 2014. Senegal CIP budget

## Annex 5: Evaluation matrix

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
<b>Q1. Performance at the country level</b>					
<b>Q1.1 Effectiveness: how effective has REACH been in achieving intended outcomes (as per respective CIP and annual work plans)?</b>  Note: the 5 <sup>th</sup> outcome as per UNN for SUN strategy 2016-2020 is embedded under Outcome 4	1.1.1 What progress has been made in delivering outputs and achieving REACH's four outcomes: a) Increased awareness and consensus b) Strengthened national policies and programmes c) Increased human and institutional capacity on nutrition d) Increased effectiveness and accountability 1.1.2 Was there any intended positive or negative outcome? 1.1.3 How did the realization of intended outcomes vary between countries? 1.1.4 Where was REACH most successful, where least and why?	Actual versus planned REACH outputs (what has been done): a) Stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy b) Nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update c) Capacity gap analysis & planning; capacity development; guidance materials & training d) Multi-sector M&E; accountability; joint UN effectiveness Stakeholders perceptions about the quality and timeliness of REACH support to the above and about the relevance of these outputs vis-à-vis national priorities Intended outcomes versus actual outcomes (endline compared to baseline data)	<b>Stakeholders interviews</b> REACH Secretariat REACH CC UNN Chairs <sup>26</sup> REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC <b>Document review</b> REACH documents and data (CIP, annual work plans, baseline and endline data; meetings and workshop reports) National policy and strategy documents	Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings

<sup>26</sup> UNN Chair may be the representative of one of the four UN REACH agencies (hence also interviewed as member of the Country CC) but this is not always the case

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
<b>Q1.2 Equity: to what extent have REACH outputs and outcomes addressed equity considerations, including gender equity?</b>	<p>1.2.1 To what extent were gender commitments in respective CIPs implemented?</p> <p>1.2.2 To what extent are REACH outputs and outcomes moving towards achieving intended impacts on women and children?</p> <p>1.2.3 Did REACH address nutrition-related equity/gender needs and gaps? If yes how and if not, what could/should it have done?</p> <p>1.2.4. How did equity considerations vary between countries?</p> <p>1.2.5 Where was REACH most successful, where least and why?</p>	<p>Evidence of REACH contributing to: integration of gender equality/women's empowerment in relevant sector policies and strategies; and to analysis of relevant indicators with a gender perspective.</p> <p>Evidence of REACH advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender sensitive messages disseminated by the different partners/channels</p> <p>Evidence of prioritization of women and children under 5 (for example in CNAs and multi-sector nutrition policies)</p> <p>Stakeholders' perceptions about REACH actual/potential contribution to nutrition-related equity/gender needs and gaps</p>	<p><b>Stakeholders interviews</b>  REACH Secretariat  REACH CC  REACH facilitators  UN agencies nutrition focal points  Sector ministries (members of national multi-stakeholder platforms)</p> <p><b>Document review</b>  REACH documents and data (CIP, annual work plans, mission reports)  National policy and strategy documents</p>	<p>Semi-structured individual interviews  Document review: systematic analysis of different types documents (REACH, Government)  In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources  Validation of preliminary findings through debriefings  Comparing countries case studies findings</p>
<b>Q1.3 Efficiency: to what extent were resources/inputs (such as funds, expertise, time, etc.) used optimally to achieve intended outputs?</b>	<p>1.3.1 Were resources optimally planned and used in relation to intended outputs?</p> <p>1.3.2 Were REACH administrative/management arrangements conducive to timely delivery of set outputs?</p> <p>1.3.3 Where was REACH most efficient, where least and why?</p>	<p>Rate of budgetary implementation  Compliance of expenditures with approved budget plans  Timeliness of funds requisition and release  Timeliness of delivered outputs</p>	<p><b>Stakeholders interviews</b>  REACH Secretariat  REACH CC  REACH facilitators  UN agencies nutrition focal points  Sector ministries (members of national multi-stakeholder platforms)</p> <p><b>Document review</b>  Annual Progress Reports  Expenditure tracking sheets</p>	<p>Semi-structured individual interviews  Collecting and analysing secondary information from existing databases  In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources  Validation of preliminary findings through debriefings  Comparing countries case studies findings</p>
<b>Q2 Contributing/Explanatory Factors</b>					

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
<b>Q2.1 How have REACH performance and results been affected by the operational and policy environments, capacity and resources, skills and knowledge?</b>	<p>2.1.1 Were REACH implementation plans negatively or positively affected by exogenous factors? And if so which?</p> <p>2.1.2 What has led to increased success, what was missing that could have helped, what led to complications?</p> <p>2.1.3 How did positive and negative contributory/explanatory factors vary between countries? Are there communalities between countries?</p> <p>2.1.4 Where was REACH most successful, where least and why?</p>	<p>Positive and negative exogenous factors that affected implementation of planned outputs, such as: political stability; policy environment; climatic hazards or man-made disasters; technical and human resources capacity of relevant government entities</p> <p>Awareness/knowledge/perceptions of internal and external stakeholders of REACH mandate, facilitators role and work plan</p> <p>Positive and negative factors that affected adherence to annual work plans</p>	<p><b>Stakeholders interviews</b> REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms)</p> <p><b>Document review</b> Country sector analysis reports/nutrition profiles from different sources Minutes of multi-stakeholders meetings</p>	<p>Semi-structured individual interviews Document review: systematic analysis of different types documents In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
<b>Q2.2 How have REACH performance and results been affected by its own governance and management at country level?</b>	<p>2.2.1 Were REACH implementation plans negatively or positively affected by institutional arrangements? And if so which?</p> <p>2.2.2 How did positive and negative factors vary between countries? Are there communalities between countries?</p> <p>2.2.3 Where was REACH most successful, where least and why?</p>	<p>Areas where governance and management have been a positive influence and where negative (intentional or not): placement arrangements, funding mechanisms, procedures, etc.</p>	<p><b>Stakeholders interviews</b> REACH CC REACH facilitators UN agencies nutrition focal points</p> <p><b>Document review</b></p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
<b>Q2.3 Did REACH partners provide the necessary commitment, agreement and actions to support REACH to achieve its objectives?</b>	<p>2.3.1 Are processes put in place to ensure dialogue and joint actions?</p> <p>2.3.2 How did partners' commitment and engagements vary between countries? Are there communalities between countries?</p>	<p>Existence of processes for dialogue and joint actions Levels of commitment amongst partners (attendance at meetings, interactions, evidence of joint working/ joint initiatives)</p>	<p><b>Stakeholders interviews</b> REACH SC REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators</p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through</p>



Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
	2.3.3 Where was partners' involvement most successful, where least and why?	Knowledge and perceptions of REACH amongst external partners Type and regularity of interactions between REACH facilitators, SUN Focal point and SUN networks	UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-stakeholder platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC <b>Document review</b> CIPs, minutes of meetings		debriefings Comparing countries case studies findings
<b>Q3. Sustainability</b>					
<b>Q3.1 To what extent are the results achieved and the REACH operational models sustainable?</b>	3.1.1 Were REACH outputs officially endorsed by relevant national entities and national resources (human and financial) made available to sustain them? 3.1.2 Where is sustainability most likely, where least and why?	Adequacy of planned outputs vis-à-vis national priorities and identified gaps Official endorsement of REACH outputs by relevant national entities REACH Transition plan planned or in progress Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes Evidence (steps taken) for phasing-over UN coordination-related REACH functions to the UN Network in-country (clearly defined priorities, budgets and responsibilities)	<b>Stakeholders interviews</b> REACH SC REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-stakeholder platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC <b>Document review</b> Transition plan, minutes of meetings	Semi-structured individual interviews Document review In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings
<b>Q3.2 To what extent is REACH contributing to increased national ownership and</b>	3.2.1 Did REACH contribute to increased national ownership and leadership in multi-sector governance and coordination?	Stakeholders perceptions about REACH facilitators capacities to mobilize/facilitate/coach and about usefulness of REACH	<b>Stakeholders interviews</b> REACH Secretariat REACH CC UNN Chairs	Semi-structured individual interviews Document review In country	Triangulation of information obtained through different methods

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
<b>leadership in multi-sectoral governance and coordination?</b>	And if so how? 3.2.2 Where was national ownership and leadership most enhanced, where least and why?	analytical tools and methodologies Status of streamlining of REACH analytical tools and methodologies into nutrition governance processes REACH contribution to positioning of nutrition in the national development agenda REACH contribution to the functionality of government multi-sector coordination structures with clear roles and responsibilities	Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-stakeholder platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC <b>Document review</b> National development and sector policies and strategies/action plans Country progress reporting to Secretariat and CC Baseline and endline data Minutes of country consultation workshops/meetings	debriefings	and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings

## Annex 6: List of people interviewed

Organisation	Name	Position/Title
<b>Global level</b>		
UNN/REACH Secretariat	Nancy WALTERS	Global Coordinator
	Nicolas BIDAULT	Deputy Global Coordinator
	Tania GOOSSENS	Programme Officer
	Christine WENZEL	M&E Consultant
SUN Movement Secretariat	Fanny GRANCHAMP	Policy Adviser
	Thahira MUSTAFA	Policy Adviser
GAC	Isabelle LAROCHE	Senior Programme Analyst, Nutrition
<b>Countries</b>		
<b>Burkina Faso</b>		
<b>Internal Stakeholders</b>		
UNN/REACH Burkina Faso	Maimouna DOUDOU	International Facilitator
	Ousmane OUEDRAOGO	National Facilitator
<b>Members UNN/REACH CC</b>		
WFP	Jean-Charles DEI	WFP Country Director
FAO	Aristide ONGONE OBAME	FAO representative
WHO	Alimata Jeanne DIARRA-NAMA	WHO representative/Chair UNN
UNICEF	Anne VINCENT	UNICEF representative/Vice-Chair UNN
<b>Nutrition Focal Points UN Agencies</b>		
FAO	Prosper SAWADOGO	Programme Officer Nutrition
WFP	Olga NINON	Programme Officer Nutrition
WHO	Boubacar SIDIBÉ	Programme Officer Neglected Tropical Diseases
UNICEF	Denis GARNIER	Programme Officer Nutrition
<b>GAC</b>		
Canadian Embassy	Mathieu RIOUX	First Secretary (Development)
<b>External Stakeholders</b>		
<b>SUN Focal Point and SUN Networks</b>		
SUN Focal Point	Bertine OUARO DABIRE	Director Nutrition
RESONUT (Civil Society)	Hermann GOUMBRI	Advocacy Officer ACF
REPASEN Parliamentarian Network	Honorable GNOUMOU	Coordinator (REPASEN)
RAPNUT (Private Sector)	Diéudonné Alain HIEN	President RAPNUT
Donor Network (EU)	Fanta OUEDRAOGO	Project Manager
<b>Ministries and Coordination Entities</b>		
Ministry of Water and Sanitation	Anissatou OUEDRAOGO	Officer, Hygiene and Sanitation Directorate
Food Security	Benedicta AKOTIONGO	Executive Secretary
SP CNPS	Karime GANEMTORE	Director Safety Net Monitoring

Organisation	Name	Position/Title
Ministry of Education	Bamouni INNOCENT	Head of Health, Hygiene and Nutrition Section
Other		
WHO	Ferima COULIBAL ZERBO	Nutrition Focal Point, WHO Regional Office
<b>Haiti</b>		
<b>Internal Stakeholders</b>		
UNN/REACH Haiti	Agnes SOLANO	International Facilitator
	Marie-Mona ALEXIS	National Facilitator
Members UNN/REACH CC		
FAO	Nathanael HISHAMUNDA	Country Representative
WFP	Ronald TRAN BA HUY	Country Director
UNICEF	Marc VINCENT	Country Representative
Nutrition Focal Points UN Agencies and IFAD		
FAO	Kokou AMOUZOU	Project Officer/Food Security and Nutrition Governance
UNICEF	Dominique BRUNET	Nutrition Specialist
WFP	Rose Myriam ORIGENE	National Nutrition Officer
IFAD	Huguenel ALEZI	Consultant
GAC		
Canadian Embassy	Marie-Eve CASTONGUAY	First Secretary
<b>External Stakeholders</b>		
SUN Focal Point and SUN Networks		
SUN Focal Point	Dr Joseline MARHONE	SUN Focal Point/Director Nutrition MSPP
ACF	Ruth CLIMAT	Advocacy Officer
Ministries and Coordination Entities		
Conseil de Développement Economique et Social	Louis Naud PIERRE	General Coordinator
	Eric PAUL	Responsible for Coordination and Harmonisation of Sectoral Policies
	Jean Ronny MERISIER	Officer
CNSA	Harmel CAZEAU	Coordinator
Donors		
EU	Massimo SCALORBI	Chief of Operations
	Ambroise MAZAL	Rural Development, Food Security and Environment Officer
Others		
OCHA	Nadege Nodji MBAIRAROUA	Chief Field Coordination
<b>Mali</b>		
<b>Internal Stakeholders</b>		
UNN/REACH Mali	Souleymane DIALLO	International
	Amadou FOFANA	National Facilitator
Members UNN/REACH CC		
FAO	Fatouma SEID	Representative
WHO	Lucien MANGA	Representative
WFP	Silvia CARUSO	Country Director

Organisation	Name	Position/Title
UNICEF	Fran EQUIZA	Representative
Nutrition Focal Points UN Agencies		
FAO	Abdoukaye KOSSIBO	Nutrition Focal Point
WFP	Kamayera FAINKE	Nutrition Focal Point
WHO	Boubacar SIDIBE	Officer in Charge Neglected Diseases
UNICEF	Debora DIDIO	M&E Specialist (Nutrition)
GAC		
Canadian Embassy	Delphine TARDIF	Second Secretary Development
	Zheng AHANG	Deputy Director, Children and Youth
	Richard MANIRABONA	First Secretary Development
	Amadou TALL	Project Officer Education
External Stakeholders		
SUN Focal Point and SUN Networks		
Civil Society Network	Massaman SINABA	Programme Officer
	Ousmane TRAORE	Executive Director
	Fabou KEÏTA	Executive Director
	Djessou DOUMBIA	Project Coordinator
	Anthioumane BARADJI	President
	Issouf TRAORE	Health/Nutrition Officer
	Djaffra TRAORE	Advocacy Officer
	Mody KEÏTA	WASH Officer
	Magbou BERRAAMBO	Nutrition Coordinator
	Cheikh A. DIARRA	Programme Assistant
Private Sector Network	Abdoulaye SANGHO	Coordinator Misola
	Issa Sidiki SOUMARO	Director Sogrexmali
	Selly WANE	President Cofetprol
	Aïssata MAÏGA	Monitoring Officer Misola
School of Medicine (Master Nutrition)	Akory Ag IKNANE	Responsible for Master Nutrition
Ministries and Coordination Entities		
Ministry of Health	Modibo DIARRA	Nutrition Advisor
	Seybou GUINDO	Chief Nutrition Division
	Bakary DIARRA	Secretary General
	Mama KOUMARÉ	National Director Health
Coordination Cell	Djibril BAGAYOKO	SUN Focal Point/Head of Cell
	Sylvestre TOGO	M&E Officer
	Marcella KEÏTA	Planning Officer
Ministry of Education	Nene Dickel NDAW	School Canteens Officer
Others		
USAID	Fatimata OUATTARA	Project Specialist Nutrition-WASH
EU and ECHO	Celine LHOSTE	Nutrition Adviser
Myanmar		
Internal Stakeholders		
UNN/REACH Myanmar	Sansan MYINT	National Facilitator
	Mary MANANDHAR	Previous International Facilitator
Members UNN/REACH CC and other Staff		

Organisation	Name	Position/Title
FAO	Xiaojie Fan	Country Representative
	Tint KHINE	Senior Programme Coordinator
	Aye Aye KHAINE	National Nutrition Consultant
	Aye Mya MOE	Monitoring and Evaluation Officer
UNFPA	Janet E. JACKSON	Country Representative
	Hla Hla AYE	Assistant Representative
	Yu Myat MUN	Programme Analyst
UNICEF	Paul EDWARDS	Deputy Representative
	Kyaw Win SEIN	Officer
WFP	Domenico SCALPELLI	Country Director
WHO	Stephan Paul JOST	Country Representative
Nutrition Focal Points UN Agencies		
UNICEF	Hedy IP	Nutrition Specialist
WFP	Sabah BARIGOU	Head of Nutrition
WHO	Myo PAING	National Professional Officer
GAC		
Canadian Embassy	Aoife GIBBONS	Counsellor (Head of Development Cooperation) and Vice-Consul
<b>External Stakeholders</b>		
Ministries and Coordination Entities		
NNC/MOHS	May Khin THAN	Director (and SUN Secretariat)
	Lwin Mor HLAING	Assistant Director
	Ko Ko ZAW	Medical Officer
MOSWRR	Ohnmar KHAING	Staff Officer/ Focal point nutrition
MOALI	Lin Lin THHI	Deputy Director Planning and Statistics
MOALI	May Win SHWE	Deputy Director Livestock & Breeding
	May Thandar WINT	Deputy Director Fisheries
	Saw Mya LINN	Officer Department of Fisheries/ Focal Point nutrition
Donors		
EU	Claudia ANTONELLI	Food Security and Livelihoods Sector
World Bank	Hnin Hnin PYNE	Senior Health and Nutrition Advisor
Civil Society		
SCI	Soe Nyi Nyi	Nutrition Advocacy Advisor
Others		
MOHS	Aye THWIN	Consultant/Advisor to MOHS
LIFT/UNOPS	Maurice SCHILL	Programme Coordinator
<b>Senegal</b>		
<b>Internal Stakeholders</b>		
UNN/REACH Senegal	Sophie COWPLI-BONY	International Facilitator
	Aida GADIAGA	National Facilitator
Members UNN/REACH CC		
FAO	Reda LEBTAHI	Country Representative ad interim

Organisation	Name	Position/Title
WHO	Deo NSHIMIRIMANA	Country Representative
WFP	Guy ADOUA	Country Director
UNICEF	Laylee MOSHIRI	Country Representative
	Georges FOM AMEH	Chief Child Survival Section
Nutrition Focal Points UN Agencies		
FAO	Komlan KWADJODE	Nutrition Focal Point FAO
WHO	Eugénie Siga NIANE	Nutrition Focal Point WHO
Regional Bureaux		
UNICEF Regional Bureau	Noel ZAGRÉ	Regional Nutrition Advisor
GAC		
Canadian Embassy	Julie DESLOGES	Technical Advisor
	Aminata NDIAYE COLY	Nutrition Advisor
External Stakeholders		
SUN Focal Point and SUN Networks		
CLM	Abdoulaye KA	SUN Focal Point/ Coordinator CLM
	Ndèye Khady TOURE	Micronutrients Adviser
Civil Society	Seydou NDIAYE	SUN CS Platform Coordinator <i>Réseau Africain Pour le Droit à l'Alimentation</i> (African Network for the Right to Nutrition)
	Abdou DIOUF	SUN CS Platform General Secretary and Executive Secretary, <i>Eau, Vie Environnement</i> (EVE, Water, Life, Environment)
	Cheikh Moussa CAMARA	Focal Point/ <i>Association Sénégalaise des Amis de la Nature</i> (Senegalese Friends of Nature Association)
	Cheikh Pathé FALL	SUN CS Platform Secretary/Focal Point, <i>Eau, Vie Environnement</i> (EVE, Water, Life, Environment)
	Mor NDIAYE	<i>Action Humaine pour le Développement Intégré au Sénégal</i> (Humanitarian Action for Integrated Development in Senegal)
Ministries and Coordination Entities		
Ministry of Health	Maty Diagne CAMARA	Head of Food and Nutrition Division/Focal Point
Ministry of Education	Fatou Sabelle DIOP	DCMS/ Focal Point
Ministry of Agriculture	Fatou Goumbo GUEYE	Focal Point
	Mamadou Laoune DIA	Technical Assistant PROACT
SE/CNSA	Gueno SECK	Cellule Etude et Evaluation (Study and Evaluation Unit) and <i>Cellule du Cadre Harmonisé</i> (Harmonized Framework Unit)
Others		
World Bank (Skype)	Menno MULDER-SIBANDA	Principal Nutrition Specialist
FAO PROACT	Christophe BREYNE	Consultant
	Omar DIOUF	Coordinator



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## **Senegal**

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**CLM.** 2016. Elaboration du Plan Stratégique Multisectoriel de la Nutrition du Sénégal – Référentiel Technique pour la Déclinaison des Plans d'Action des Secteurs et Autres Parties Prenantes de la Nutrition

**CLM/REACH.** 2015. Cartographie des parties prenantes et des actions de nutrition des Parties Prenantes et des Interventions Clés en Nutrition au Sénégal - Processus et Méthodologie - Description des Intervenants et Résultats : Qui fait quoi ? Où ? Et Comment ? - Analyse des Résultats et Messages Clés

**CLM/REACH.** 2015. Profil des Parties Prenantes au Sénégal

**Goossens-Allen T.** 2016. Rapport de Mission au Sénégal Février 2016

**REACH.** 2017. Plan de Travail 2015, 2016, 2017

**REACH.** 2017. REACH Senegal - Deliverables Progress

**REACH.** 2017. REACH Senegal - Expenditures Tracking Sheet

**REACH.** 2017. REACH Senegal - M&E End-line

**REACH.** 2016. REACH Senegal - M&E Baseline

**REACH.** 2016. Réunion du Comité Pays REACH Sénégal

**REACH.** 2016. Budget CIP Sénégal

**REACH.** 2014. Plan National de Mise en Œuvre (CIP) Sénégal

**REACH Sénégal.** 2017. Rapport Etude Diagnostic des Capacités du Secteur de la Nutrition au Sénégal (non validé)

**REACH Sénégal.** 2017. REACH Sénégal – Plan de Transition et Durabilité

**REACH Sénégal.** 2017. Exercice de cartographie des parties prenantes et des actions de nutrition des actions des ministères sectoriels participant au Plan d’Action Multisectoriel de Nutrition au Sénégal – Note Conceptuelle

**REACH Sénégal.** 2015. Aperçu des Politiques Liées à la Nutrition

**REACH Sénégal.** 2015. REACH Sénégal – Analyse Nutritionnelle

## **Annex 8: Additional information on the evaluation methodology**

### **Country visits and stakeholders interviewed**

1. During the inception phase (April-May 2017), the UNN/REACH Global Coordinator sent an email to REACH Country Committees (CCs) and REACH facilitators in each of the five countries to introduce the evaluation team (ET) members, confirm the dates of country visits and request their support in preparation of the visits. ET members followed up with individual Skype discussions with the facilitators to introduce themselves and discuss and agree on the list of stakeholders to be interviewed (based on the list drawn in the inception report). Mission schedules were finalized (following a template form prepared by the ET) prior to arrival of team members in the countries: all stakeholders had been contacted and only few appointments were yet to be confirmed. Overall, country visits proceeded as planned.

### **Data collection tools**

2. During the inception phase, the ET produced two stakeholder interview guides (one for internal stakeholders and one for external stakeholders) in light of differences in their respective roles and degree of engagement with REACH. As there are also differences within the internal and external stakeholders' categories in terms of the degree and nature of their interactions with REACH facilitators, the ET produced an aide-mémoire organized along the key evaluation questions and sub-questions as per the evaluation matrix in which it further clarified the way in which topics would be discussed with each stakeholder.
3. As mentioned in the inception report, these tools were to be reviewed if necessary based on their testing in the first country visit to Senegal done jointly by both team members. During that visit, the diversity among stakeholders in terms of their interest in, knowledge about and interactions with REACH was confirmed and was even more the case than anticipated. For example, newly appointed nutrition focal points had not yet a good understanding of REACH outputs and deliverables particularly those produced prior to their appointment; and the duration of their interactions with REACH facilitators was too short to be able to answer all questions or to provide comprehensive answers. In contrast, some external stakeholders had very good knowledge of REACH (whether at the global level, or from other countries or in Senegal itself) and provided wide-ranging information that went beyond the initial interview guide. The ET realized that the formulation of questions would need to be adapted on a case-by-case basis, taking into account the extent of interviewees' interaction with REACH. There was thus no added value of having two interview guides. More than two interview guides would have been needed to capture all the different possible scenarios. As this option was not feasible, the ET decided to follow one interview guide based on the evaluation matrix, adapting the way questions would be approached and extent of detail being sought on a case-by-case basis. The aide-mémoire describes differences in the way questions can be asked to different stakeholders. The interview guide and aide-mémoire are presented at the end of this annex.
4. The ET had foreseen that Focus Group Discussions might be organized. There was only one instance where five people joined an interview (Civil Society Network) in Senegal. The same interview guide was used.

<b>Interview guide</b>
<b>Background information on interviewee</b> (function and length in current position probing the extent of their interaction with REACH to guide the extent of details to be sought under each question)
<b>Key Question/Probing Sub-questions if needed</b> (Seek opinion about lessons learned and good practices as relevant)
<b>Q1. Performance at the country level</b>
<b>Q1.1 Effectiveness: how effective has REACH been in achieving intended outcomes (as per respective CIP and annual work plans)?</b>
Progress on each output (in terms of processes used and status of deliverables): a) Increased awareness and consensus; b) Strengthened national policies and programmes; c) Increased human and institutional capacity on nutrition; and d) Increased effectiveness and accountability Intended positive or negative outcome if any Overall perceptions about timeliness and quality (whether about REACH support/contributions or about outputs/deliverables)
<b>Q1.2 Equity: to what extent have REACH outputs and outcomes addressed equity considerations, including gender equity?</b>
Examples of REACH contributions to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what
<b>Q1.3 Efficiency: to what extent were resources/inputs (such as funds, expertise, time, etc.) used optimally to achieve intended outputs?</b>
Degree of involvement if any in preparation of annual work plan and budget Timeliness of funds requisition and release
<b>Q2 Contributing/Explanatory Factors</b>
<b>Q2.1 How have REACH performance and results been affected by the operational and policy environments, capacity and resources, skills and knowledge?</b>
Positive and negative factors that affected adherence to REACH CIP and annual work plans
<b>Q2.2 How have REACH performance and results been affected by its own governance and management at country level?</b>
REACH facilitators hosting arrangements Stakeholders perceptions about REACH facilitators capacities to mobilize/facilitate/coach and about usefulness of REACH analytical tools and methodologies UNN/REACH Secretariat support
<b>Q2.3 Did REACH partners provide the necessary commitment, agreement and actions to support REACH to achieve its objectives?</b>
Type and regularity of interactions and type of support
<b>Q3. Sustainability</b>
<b>Q3.1 To what extent are the results achieved and the REACH operational models sustainable?</b>
Endorsement of REACH outputs by relevant national entities (processes and status) Content and status of REACH transition plan
<b>Q3.2 To what extent is REACH contributing to increased national ownership and leadership in multi-sectoral governance and coordination?</b>
Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes
<b>Recommendations for remaining period of engagement and/or for future REACH engagement in other countries</b>

## Aide-mémoire for in-country interviews

Key Question	Sub-question	Themes for Internal stakeholders					Themes for External stakeholders			
		Country Committee	REACH facilitators	Nutrition Focal points	Donors	Regional Nutrition Advisors	SUN focal point/national coordination entities	Government/ Ministries	SUN Networks	
Q1. Performance at the country level										
Q1.1 Effectiveness	What progress has been made in achieving REACH’s four outcomes?									
	Increased awareness and consensus	Progress on each output: processes used, key contributing actors, status of deliverables	Progress on each output: processes used, key contributing actors, status of deliverables	Progress on each output: processes used, key contributing actors, status of deliverables	Awareness and opinion about REACH outputs and deliverables (processes and end result)	Awareness and opinion about REACH outputs and deliverables (processes and end result)	Opinion about progress on each output in which they were involved: processes, status of deliverables Awareness and opinion about REACH outputs and deliverables in which they were not involved	Opinion about progress on each output in which they were involved: processes, status of deliverables Awareness and opinion about REACH outputs and deliverables in which they were not involved	Awareness and opinion about REACH outputs and deliverables (processes and end result) Type of support provided by REACH if any in establishing and/or in the functioning o the Network	
	Strengthened national policies and programmes									
	Increased human and institutional capacity on nutrition									
	Increased effectiveness and accountability									
	Overall	Overall perceptions about the quality and timeliness of REACH support to the above and about the quality of deliverables								
	Unintended positive or negative outcomes	Examples/ Evidence	Examples/ Evidence	Examples/ Evidence	Examples/ Evidence		Examples Evidence	Examples Evidence	Examples/ Evidence	
Q1.2 Equity	Addressing nutrition governance related equity/gender needs and gaps. If yes how and if not, what should have done?	Examples of REACH contributions to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	Examples of REACH contributions to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	Examples of REACH contributions to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	Awareness about whether REACH contributed to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	Awareness about whether REACH contributed to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	Examples of REACH contributions to awareness about/advocatin g for equity/gender Opinion about whether REACH could have done more and if so what	Examples of REACH contributions to awareness about/advocatin g for equity/gender Opinion about whether REACH could have done more and if so what	Awareness about whether REACH contributed to awareness about/advocacy for equity/gender Opinion about whether REACH could have done more and if so what	
Q1.3 Efficiency	Planning and use of resources	Involvement in annual work plan and budget Timeliness of delivered outputs Timeliness of funds requisition and release	Timeliness of delivered outputs Timeliness of funds requisition and release	Degree of involvement in preparation of annual work plan and budget Timeliness of delivered outputs			Timeliness of delivered outputs	Timeliness of delivered outputs	Timeliness of delivered outputs	



Key Question	Sub-question	Themes for Internal stakeholders					Themes for External stakeholders		
		Country Committee	REACH facilitators	Nutrition Focal points	Donors	Regional Nutrition Advisors	SUN focal point/national coordination entities	Government/ Ministries	SUN Networks
Q2 Contributing/Explanatory Factors									
Q2.1 Effect of policy, capacity resources, skills and knowledge	External factors having positively or negatively affected implementation	Positive and negative exogenous factors that affected adherence to REACH CIP and annual work plans Positive and negative exogenous factors that affected progress in nutrition governance			Positive and negative exogenous factors that affected progress in nutrition governance				
Q2.2 Effect of REACH own governance and management at country level	Internal factors having positively or negatively affected	Opinion about REACH facilitators hosting arrangements Perceptions about REACH facilitators capacities to mobilize/facilitate/coach	Opinion about REACH facilitators hosting arrangements Usefulness of REACH analytical tools and methodologies	Opinion about REACH facilitators hosting arrangements Perceptions about REACH facilitators capacities to mobilize/facilitate/coach	Awareness and perceptions about REACH way of working Opinion about REACH facilitators hosting arrangements Perceptions about REACH facilitators capacities to mobilize/facilitate/coach				
Q2.3 Partners' commitment, agreement and actions to support REACH	Existence of processes put in place to ensure dialogue and joint actions	Processes for dialogue and joint actions Type and regularity of interactions and type of support	Processes for dialogue and joint actions Type and regularity of interactions and type of support	Processes for dialogue and joint actions Type and regularity of interactions and type of support	Perceptions about UN partner agencies commitment and engagement with REACH				
Q3. Sustainability									
Q3.1 Sustainability of REACH results and model	Sustainability of deliverables	Evidence and/or opinion about prospects for continued use of deliverables and/or their update as relevant					Evidence and/or opinion about prospects for continued use of deliverables and/or their update as relevant		
	Sustainability of REACH model	Opinions about/evidence for uptake of REACH functions into UNN partners (transition plan) or other modality			Perceptions and expectations about continuation of REACH facilitation model				
Q3.2 REACH contribution to increased national ownership and leadership	REACH contribution to increased national ownership	Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes					Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes		
Recommendations		For remaining period of REACH engagement in the country and future engagement of REACH in other countries							

## Annex 9: Summaries of country case study reports

### Burkina Faso

#### 1. Introduction

##### **Context: nutrition governance situation before REACH engagement**

1. The UNN/REACH Secretariat's exploratory mission to Burkina Faso, which was carried out in May 2014, identified the following major weaknesses in nutrition governance that could benefit from REACH support: analyses like the mapping of Infant and Young Child Feeding interventions had been carried out, but were lacking the in-depth analysis needed to provide a global view of the multi-sectoral approach; the nutrition policy was health-oriented and needed to be revised to include contributing sectors; several coordination frameworks existed, but none were structured to coordinate the implementation of a multi-sectoral approach; existing monitoring systems did not allow for multi-sectoral data collection and evaluation.
2. The international facilitator started in December 2014 and the national facilitator in April 2015. REACH engagement in Burkina Faso is due to end on 31 December 2017.

##### **Stakeholders**

3. Main internal stakeholders and users of the evaluation in Burkina Faso include: UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the Heads of REACH partner agencies; the UN agencies Nutrition Focal Points (NFP); and Global Affairs Canada (GAC), the donor for REACH in Burkina Faso. External stakeholders include: the SUN Government Focal Point (SUN-FP); sector ministries: *Ministère de la Santé* (MS, Ministry of Health); *Ministère de l'Eau et de l'Assainissement* (MEA, Ministry of Water and Sanitation); *Ministère de l'Education Nationale et de l'Alphabétisation* (MENA, Ministry of Basic Education and Literacy); *Secrétariat Exécutif - Conseil National de Sécurité Alimentaire* (SE-CNSA, Executive Secretariat of the National Food Security Council); *Secrétariat Permanent du Conseil National de Protection Sociale* (SP-CNPS, Permanent Secretariat of the National Social Welfare Council); Canadian Embassy; SUN Networks (Civil Society, Private Sector, Parliamentarians, Donor Community).

##### **Evaluation constraints**

4. Limitations that are not specific to Burkina Faso include poor specificity and relevance of some outcome indicators, which were selected to monitor nutrition governance more broadly and are not always directly linked to REACH in-country support.

#### 2. Key Findings

5. Key findings are structured according to the three evaluation questions.

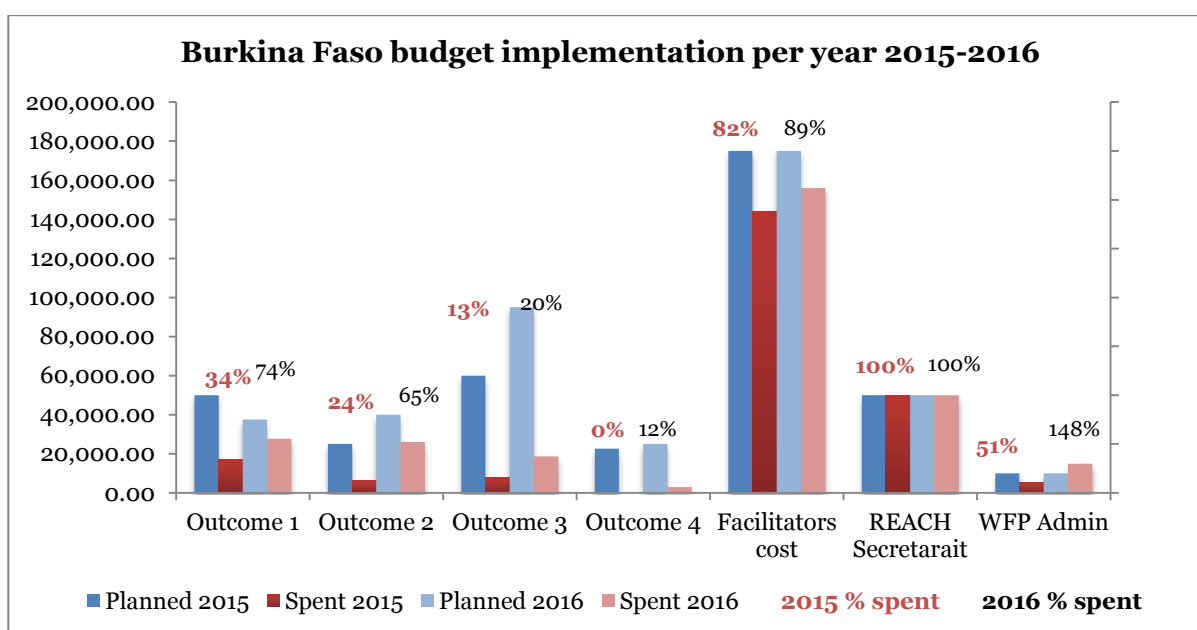
##### **Evaluation question 1 – What are REACH Results?**

6. **Effectiveness.** Nearly all activities included in the Country Implementation Plan (CIP) have been retained in Annual Work Plans (AWP). However, facilitators made necessary modifications (addition of new activities, rewording, etc.) to better respond to context-specific needs. REACH facilitators have dedicated much time to

facilitation activities, networking, etc. which are not measurable, but have been decisive in obtaining the outcomes presented in the following paragraphs.

7. Outcome 1 - Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement. Planned deliverables under the multi-sector and multi-stakeholder stocktaking, which aims at building understanding of the nutrition landscape, include: Multi-sectoral Nutrition Overview (MNO), Consensus on Core Nutrition Actions (CNA), Policy and Plan Overview (PPO) and Stakeholder and Nutrition Action Mapping using the SUN Planning and Monitoring Tool (SUNPMT). All planned stocktaking analyses were carried out with the personal involvement of facilitators. Preliminary results were presented to the *Direction de la Nutrition* (DN, Nutrition Directorate) and sector NPFs for comments and technical validation. Some outputs like the communication strategy were validated at the national level under the aegis of the *Conseil National de Concertation en Nutrition* (CNCN, National Council for Nutrition Coordination). Furthermore, facilitators ensured the wide dissemination of tools through CNCN and the *Groupe Partenaires Techniques et Financiers Nutrition* (PTF/Nutrition, Technical and Financial Partners Nutrition Group).
8. Outcome 2 - Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach. All planned activities have been carried out or are in progress: nutrition is included in the 2016 *Plan National de Développement Economique et Social* (PNDES, National Economic and Social Development Plan) and the *Plan Cadre des Nations Unies pour l'Aide au Développement* (PNUAD, United Nations Development Assistance Framework); the National Nutrition Policy and the Common Results Framework (CRF) have been revised; the *Plan Stratégique Multisectoriel de Nutrition* (PSMN, Multi-sectoral Nutrition Strategic Plan) has been elaborated. The policy and strategy documents have been validated by CNCN, but not yet approved by the Government. These documents have been achieved thanks to the efforts of all stakeholders, but REACH contribution (technical, financial, facilitation) was decisive and very much appreciated.
9. Outcome 3 - Increased human and institutional capacity on nutrition actions at all levels. REACH has accompanied all negotiation activities, consensus building, advocacy, etc. that have been deployed for the creation of a multi-sectoral coordination structure anchored at the highest level, but no consensus was reached despite appeals from UN agencies and REACH. Sector NFPs have been involved in the various activities (mapping, drafting of policy documents, etc.). However, they unanimously recognize the difficulties they face within their ministry in establishing a dialogue and creating a favourable environment for nutrition. Coordination capacity is still very weak, and everyone agrees that the CNCN in its current form cannot coordinate the implementation of the PSMN.
10. Outcome 4 - Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. A monitoring system capable of generating and analysing data from a multi-sectoral perspective does not yet exist. The United Nations Network (UNN) functions with the impetus of REACH facilitators who are in charge of its secretariat; NFPs' monthly meetings are regularly held; and the UN Nutrition Agenda has just been signed. A joint programme on nutrition based on the PSMN has not yet been developed, but the UN Nutrition Agenda is an important step towards agencies' "harmonized efforts".

11. **Equity.** Four actions were planned in the REACH CIP for Burkina Faso: 1) gender equality and women's empowerment integrated in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition; 2) indicators broken down by sex and data analysed with a gender perspective; 3) strengthening the capacities of women's organizations and advocacy for women to be represented in the different coordination mechanisms at all levels; and 4) ensuring gender sensitivity of messages disseminated by the different partners/channels at all levels. Other than the gender indicator included in the MNO and the Situation Analysis Dashboard, no other REACH action regarding gender has been noted.
12. **Efficiency.** The budget for 2014-2016 of USD 845,833 was underspent (65 percent was spent). Budget implementation rates (2014-2016) are variable among outcomes: 59 percent (outcome 1), 51 percent (outcome 2), 17 percent (outcome 3) and 5 percent (outcome 4). Several reasons can be cited: efficient management of the mapping exercise; merging activities initially planned separately; activities with the highest budgets not yet carried out (capacity gap assessment); partners' financial contributions, etc. Budgetary execution in the first half of 2017 amounted to 35 percent; activities with high budgets are planned for the second half of the year (resource mobilization workshop, capacity gap assessment, etc.).



Source: REACH. 2017. Financial tracking sheet – Burkina Faso

Note: Data for 2014 not included as expenditures were only on MNO (USD 2,645 out of 5,000), intl. facilitator cost (USD 10,929 out of 20,833), REACH Secretariat (USD 8,333 out of 8,333)

## Evaluation Question 2 - What are the explanatory/contributing factors for results?

13. Factors which have positively contributed to REACH performance and results are: the stability of the DN, the existence of dynamic consultative frameworks, REACH governance based on a “client approach”, and the support of UNN/REACH Secretariat. Facilitators are integrated into existing structures (DN, PTF/Nutrition, etc.) and have endeavoured to respond to the expectations of stakeholders, which enabled the establishment of a climate of trust in favour of REACH. The facilitators were able to rely on the support of the UNN/REACH Secretariat and felt more at ease in their functions.

### **Evaluation Question 3 - To what extent are results achieved and REACH operational model sustainable?**

14. Tools are appreciated, but national ownership was most evident in the PPO, which is a factor of sustainability. However, no tools have been the subject of skills transfer. The sustainability of REACH facilitation functions seems compromised; the terms of reference of agencies NFPs are dictated by agencies mandates and respond more to donors' interests. No solution has been found to anchor the national facilitator within the Government.

### **3. Conclusions**

15. In response to the first evaluation question on effectiveness, equity/gender and efficiency, the evaluator concludes that REACH performance varies according to outcomes. It is higher for outputs, which fall under REACH control (stocktaking exercises) than for outcomes, which fall under Government leadership (document approval, coordination structure creation, monitoring systems, etc.). Facilitators dedicated much effort to accompanying the Government (advocacy, facilitation, etc.), but these actions are non-quantifiable; they are difficult to highlight when presenting results.
16. Stocktaking activities were carried out at an opportune time and served to develop policies and strategies, and contributed to increasing awareness of the nutrition situation among stakeholders. Nutrition is considered a national priority (PNDES 2016-2020) and the PNN and the PSMN have been elaborated and validated. However, the reference framework could be more solid if the Government approved these documents, which is not yet the case. Despite concerted efforts by stakeholders and REACH, human and institutional capacity, and coordination and monitoring mechanisms remain challenging. Interviewed stakeholders agreed that CNCN in its current form could not coordinate the implementation of the PSMN. REACH and the agencies have put a lot of effort in promoting the establishment of a Technical Secretariat attached to the cabinet of the Ministry of Health but no action has been yet taken. Sector NFPs are in place, but they do not have the capacity, nor the administrative clout required to raise awareness about and coordinate the implementation of nutrition actions within their ministries. Planned activities to increase effectiveness and accountability were not undertaken as REACH focused its support on outcomes 1 and 2. SUN Networks have been created or are in the process of being formalized. Regarding joint UN effectiveness, the UN Network is operational and the UN Nutrition Agenda has been signed. Concerning equity, actions formulated in the CIP were not included in the initial CIP action plan, nor in the AWP, which compromised their implementation from the outset. As to efficiency, the budgetary implementation rate for 2014-2016 was low for the four outcomes. Main reasons include positive factors (cost-sharing with other partners) as well as planning constraints (ambitious planning of activities that are difficult to achieve within the limited timeframe of REACH engagement).
17. On the second question pertaining to factors having affected performance, the evaluator concludes that overall, REACH has benefited from a favourable national context, in particular the stability of the DN as well as from REACH governance-related positive factors, namely: alignment of planned outputs with national priorities, heavy involvement of facilitators in implementing activities, facilitators' interpersonal skills and support from the UNN/REACH Secretariat.

18. As regards the third evaluation question, the evaluator concludes that ownership has been observed for tools like the PPO, but their sustainability is limited by the absence of skills transfer. The sustainability of REACH functions is not guaranteed, for lack of finding a consensual solution for anchoring the national facilitator.

#### **4. Recommendations**

##### **Recommendation 1 - Strengthen governance elements in the terms of reference (TOR) of UNN nutrition focal points**

Agencies NFPs are often heavily engaged in operational activities, hence the need to mention nutrition governance in their TOR, in line with their agency mandate, in order to avoid neglecting this issue.

- Responsibility: REACH Country Committee; Timeline: First quarter 2018.

##### **Recommendation 2 – Continue to encourage the request for a longer transition period in order to support important planned activities**

REACH's contribution will be decisive for important upcoming activities, in particular through supporting the Technical Secretariat's functions; development of a multi-sectoral information platform; development of simplified guides/tools for community actors and assisting with testing them in several communities.

- Responsibility: UNN/REACH Secretariat; Timeline: First quarter 2018.

## Haiti

### 1. Introduction

#### Context: nutrition governance situation before REACH engagement

1. The United Nations Network (UNN)/REACH Secretariat exploratory mission, which was undertaken in August 2014, identified the following major weaknesses in nutrition governance that could benefit from REACH support: poor awareness and lack of consensus on the immediate and underlying determinants of malnutrition; poor coherence between nutrition and food security strategies: the *Plan Stratégique de Nutrition* (PSN, Nutrition Strategic Plan) initiated and piloted by *Ministère de la Santé Publique et de la Population* (MSPP, Ministry of Public Health and Population) and the *Plan National de Sécurité Alimentaire et Nutritionnelle* (PNSAN, National Plan for Food and Nutrition Security) led by the *Coordination Nationale de la Sécurité Alimentaire* (CNSA, National Coordination of Food Security)/*Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural* (MARNDR, Ministry of Agriculture, Natural Resources and Rural Development); no multi-stakeholder platform and other SUN Networks established; weak human resources capacity to implement cross-sectoral nutrition interventions; lack of resources and capacity constraints for data collection, analysis and dissemination; and poor accountability and transparency.
2. The international facilitator started on 20 January 2015 and her contract ended on 31 July 2017. The national facilitator started on 7 June 2015. Her contract will end with REACH engagement in Haiti on 31 December 2017.

#### Stakeholders

3. Main internal stakeholders and users of the evaluation in Haiti include: UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the Heads of REACH partner agencies; the UN agencies Nutrition Focal Points (NFP); and Global Affairs Canada (GAC), the donor for REACH in Haiti. External stakeholders include: the SUN Government Focal Point (SUN-FP)/Director Nutrition in MSPP, the *Conseil de Développement Economique et Social* (CDES, Economic and Social Development Council) which is responsible for the harmonization of sectoral policies; CNSA which acts as an observatory of the food security situation in the country, under the authority of the MARNDR; donors supporting nutrition; and Non-Governmental organizations (NGOs) implementing nutrition interventions.

#### Evaluation constraints

4. Limitations included high staff turnover among all stakeholders, a major constraint on primary data collection. Other limitations that are not specific to Haiti include poor specificity and relevance of some outcome indicators, which were selected to monitor nutrition governance more broadly and are not always directly linked to REACH in-country support.

### 2. Key Findings

5. Key findings are structured according to the three evaluation questions.

#### Evaluation question 1 - What are REACH results?

6. **Effectiveness.** Planned outputs and deliverables in Haiti's Country Implementation Plan (CIP) were significantly reduced by the CC in the first and

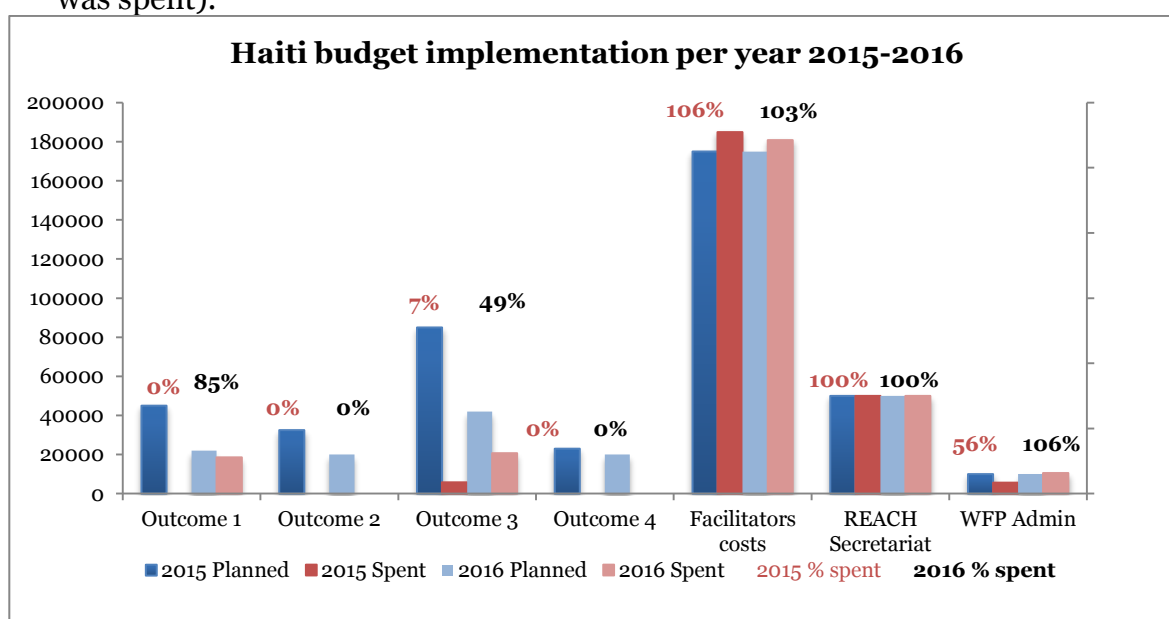
subsequent Annual Work Plans (AWP) in view of uncertainties in the political situation, legislation gaps and the humanitarian context.

7. Outcome 1 - Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement. Planned deliverables under the multi-sector and multi-stakeholder stocktaking, which aims at building understanding of the nutrition landscape, include: Multi-sectoral Nutrition Overview (MNO), Consensus on Core Nutrition Actions (CNA), Policy and Plan Overview (PPO) and Stakeholder and Nutrition Action Mapping using the SUN Planning and Monitoring Tool (SUNPMT). Only the MNO was completed but was not officially validated and was insufficiently disseminated. REACH facilitators developed a draft list of CNAs based on findings from the MNO and PNSAN as well as discussions with CNSA and CDES. However this list was not validated. The PPO was hence halted. The mapping has not been undertaken in spite of persistent efforts of the REACH facilitators and support from the UNN/REACH Secretariat. No national advocacy and communication strategy was developed, as there was already one. Various advocacy channels were used to promote multi-sector approaches: inserts in newspapers, radio and television broadcasts involving various sectors and a booklet *Exemples de liens entre la Malnutrition et Divers Ministères Sectoriels – Faits et Chiffres* (Examples of links between Malnutrition and Various Sector Ministries – Facts and Figures) which was well known to all interviewed stakeholders who expressed their appreciation of its quality as an advocacy tool.
8. Outcome 2 - Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach. REACH facilitators have participated in the United Nations Country Team (UNCT) working group meetings for the elaboration of the United Nations Development Assistance Framework (UNDAF) 2017-2021, supporting the inclusion of Food and Nutrition Security (FNS) facts and issues in several parts of the Common Country Assessment and in the draft Monitoring and Evaluation (M&E) framework of the UNDAF. Facilitators contributed to the review of PNSAN 2012-2017 and to the elaboration of the new *Politique Nationale de la Souveraineté et de Sécurité Alimentaire et Nutritionnelle en Haïti* (PNSSANH, National Policy on Sovereignty and Food and Nutrition Security) being developed by CDES through their participation in meetings organized by CNSA and CDES to discuss these documents and by commenting on/contributing to various drafts. Two initially planned outputs “CNA uptake in sectoral annual work plans” and “Sub-national CNA Uptake” were rightly not retained in REACH AWP as these are contingent to successful completion of the preceding output.
9. Outcome 3 - Increased human and institutional capacity on nutrition actions at all levels. The CIP output pertaining to the establishment of a high-level nutrition coordination platform was reformulated and adapted to the context whereby REACH was to support existing coordination mechanisms. Indeed REACH facilitators regularly participated and facilitated meetings of the *Groupe Technique Sécurité Alimentaire et Nutritionnelle* (GTSAN, Food and Nutrition Security Technical Group) chaired by CNSA, and the *Comité Technique Nutrition* (CTN, Technical Nutrition Committee) chaired by the Director Nutrition in MSPP. They also participated in the Emergency Food Security Working Group (WG) and the Emergency Nutrition WG meetings following Hurricane Matthew, and tried to establish links between both WGs, but their further involvement was halted due to differing views between REACH CC members on the role that REACH can play in the



context of emergencies. Two outputs “capacity development” and “guidance material and training” were not retained as considered untimely by the REACH CC.

10. **Outcome 4 - Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions.** Under this outcome, two outputs “effectiveness” and “accountability” were not retained as they are contingent on the elaboration and validation of a multi-sectoral strategic plan (under outcome 2) and a multi-stakeholder platform (under outcome 3) which could not be achieved. Under Joint UN Effectiveness, the UN Nutrition Inventory was undertaken by seven UN agencies: REACH partner agencies, the International Fund for Agricultural Development (IFAD), United Nations Development Programme (UNDP) and United Nations Population Fund (UNFPA). A UN retreat, organized funded and facilitated by REACH (facilitators and Secretariat staff) was held in May 2017. REACH facilitators in collaboration with UN agencies NFPs elaborated a United Nations FNS Agenda for 2017-2021.
11. **Equity.** Four actions were planned in the REACH CIP: 1) gender equality and women’s empowerment integrated in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition; 2) indicators broken down by sex and data analysed with a gender perspective; 3) strengthening the capacities of women’s organizations and advocacy for women to be represented in the different coordination mechanisms at all levels; and 4) ensuring gender sensitivity of messages disseminated by the different partners/channels at all levels. These actions were not explicitly reflected in REACH AWP. The MNO and situation analysis dashboard have given due attention to gender issues. In addition to presenting gender-disaggregated data when available and relevant, the causal analysis of malnutrition highlights the fact that inequity and gender-based violence are amongst the key determinants of malnutrition in Haiti.
12. **Efficiency.** The budget for 2014-2016 of USD 764,500 was underspent (69 percent was spent).



Source: REACH. 2017. Financial tracking sheet- Haiti

Notes: No expenditures in 2014; planned budget figures as per CIP

13. Expenditures by outcome amounted to 26 percent for outcome 1 and 21 percent for outcome 3. No expenditures were incurred for outcomes 2 and 4 in that period. Budgetary execution in the first half of 2017 amounted to 42 percent of the 2017 planned budget. Many activities, for which a service provider was foreseen, were not accomplished (for example mapping for which USD 35,000 were allocated). Others were accomplished at no cost (for example the MNO for which USD 5,000 were allocated was produced by REACH facilitators in collaboration with UN agencies NFPs).

**Evaluation question 2 – What are the explanatory/contributing factors for results?**

14. Several exogenous factors had a negative impact on REACH performance: political instability (contested elections, transition government and second-round elections with a new President sworn in in 2017) with several changes in ministers and other key positions hence delaying the finalization and adoption of policies, strategies and legislation. The differing priorities and knowledge of/interest in nutrition governance of new appointees affected the steadiness of dialogue. In early October 2016 Hurricane Matthew, which worsened pre-existing humanitarian needs throughout the country (cholera epidemic and continuing impact of El-Niño-induced drought on livelihoods), further stalled nutrition governance processes as the country shifted again its focus to the emergency response. As regards REACH governance and REACH partners' commitment: high turnover among UN partner agencies (Heads of agencies and NFPs) was another major constraint on building coherence and consensus among them on the role of REACH in supporting their respective agendas and their own role in enabling REACH facilitators to deliver. Outputs to be delivered through facilitation were further undermined by weak interpersonal skills of the facilitators (with each other and with other stakeholders). In contrast, UNN/REACH Secretariat support was perceived as an enabling factor.

**Evaluation question 3 - To what extent are results achieved and REACH operational model sustainable?**

15. Overall REACH proposed outcomes are aligned with identified gaps. However, as mentioned under the preceding question, the political and policy contexts – namely the existence of separate nutrition and food security coordination mechanisms - have not been conducive to a consensual government buy-in of REACH proposed outputs and deliverables. No clear line of communication and consultation/ decision-making processes could be established with Government counterparts regarding REACH activities. Hence the potential uptake of REACH tools into country nutrition governance processes is limited. No tangible steps have been taken for phasing-over UN coordination-related REACH functions to the UN Network. Whilst some of the interviewees thought that streamlining facilitators' UN coordination-related functions into NFPs' terms of references (TORs) and having them assume this function on an alternating basis is a feasible option, others thought that a full-time facilitator position was necessary, as in most cases NFPs are recruited on a project fund, which limits the time they can allow for other non project-related activities.

### **3. Conclusions**

16. In response to the first evaluation question on effectiveness, equity/gender and efficiency, the evaluator concludes that the REACH CIP for Haiti was ambitious and strived at too far-reaching outcomes given the political, policy and humanitarian

context. There was overall agreement that the timeframe for REACH engagement is too short in view of the complexity of nutrition governance in general and more specifically within the Haitian context. Despite a more realistic planning of outputs and deliverables through AWP, progress was slow and remained much below set targets. There was satisfactory progress in outputs for which REACH is a service provider (MNO and advocacy). At the outcome level, REACH endline data show mixed progress on outcome 1 (increase in the number of NGOs and UN agencies, decrease in the number of donors and no change in the number of sector ministries supporting nutrition); and little progress on outcomes 2 and 4 (joint UN effectiveness) and no progress on outcomes 3. The MNO and situation analysis dashboard (deliverables under outcome 1) have given due attention to gender issues. Flexibility in yearly planning, which resulted in fewer outputs, than originally planned in the CIP, coupled with slow progress explains the significant under spending.

17. On the second question pertaining to factors having affected performance, the evaluator concludes that the juxtaposition of various exogenous negative factors (political, policy and humanitarian) and REACH governance-related factors had a negative impact on REACH performance.
18. As regards the third evaluation question, the evaluator concludes that sustainability was compromised from the outset due to the lack of initial government buy-in for REACH CIP at inception and throughout REACH engagement and the cautious agreement of REACH partner agencies. Although agencies acknowledged the need for facilitation functions, there was no agreement on the modality: streamlining facilitators' UN coordination-related functions into NFPs' TORs (TOR) versus having them assume this function on an alternating basis. Conducting work on "Joint UN effectiveness", which was started in late 2016/early 2017, at an earlier stage would have contributed to better alignment of REACH outcomes/outputs/deliverables with partner agencies' strategies and programmes.

#### **4. Recommendations**

##### **Recommendation 1 – Prioritise areas for the remaining period of engagement of REACH in Haiti.**

The national facilitator should focus her work on: 1) facilitating the review and validation process of the PNSSANH put in place by the Government; and 2) facilitating the Stakeholder and Nutrition Action Mapping on a pilot basis pending a joint request from concerned key stakeholders (MSPP and CNSA). These two areas are justified based on the following: the renewed high-level commitment to nutrition - letter from the Secretary General of the Prime Minister of 3 May 2017 calling for a Task Force to resume work on/finalize the PNSSANH; and the interest of key national stakeholders at central and decentralized levels to undertake the SUNPMT to feed into and stimulate the discussion on the emergency-development nexus.

- Responsibility: Haiti REACH CC with the support of UNN/REACH Secretariat; Timeframe: September to December 2017/first quarter 2018.

##### **Recommendation 2 – Validate the UN Nutrition Agenda**

REACH facilitators in collaboration with UNN NFPs prepared a UN Agenda for FNS Validation of the document by the Heads of Agencies should be pursued.

- Responsibility: Haiti REACH CC; Timeframe: Before December 2017.

## Mali

### **Context: nutrition governance situation as of May 2014 (beginning of the period covered by this evaluation)**

1. Main outputs and deliverables achieved prior to June 2014 include: the Multi-sectoral Nutrition Overview (MNO) and situation analysis dashboard in 2013; a mapping exercise in Sikasso and Koulikoro regions completed in March 2014; a Communication Plan to accompany the *Plan d'Action Multisectoriel de la Nutrition* (PAMN, Multi-sectoral Nutrition Action Plan) which was adopted in 2014; the *Politique Nationale de Nutrition* (PNN, National Nutrition Policy) developed and adopted in January 2013. PNN implementation mechanisms were created by ministerial decree in February 2014: the *Conseil National de Nutrition* (CNN, National Nutrition Council) a policy and validation mechanism; the *Comité Technique Intersectoriel de Nutrition* (CTIN, Inter-sectoral Technical Committee for Nutrition) charged with technical monitoring of policy implementation; and the Technical Secretariat, which serves as the secretariat for the CTIN. However, as soon as these mechanisms were established, the problems with regards to the coordination of the PAMN became abundantly clear. As regards effectiveness and accountability, the situation has changed little since 2011. The monitoring system is based on surveys and sectoral information systems, which is insufficient for establishing a multi-sectoral approach for information analysis.
2. The same national facilitator is in place since June 2013 and the international facilitator who left in February 2015 was replaced in March 2016. REACH engagement in Mali is due to end on 31 December 2017.

### **Stakeholders**

3. Main internal stakeholders and users of the evaluation in Mali include: UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the Heads of REACH partner agencies; the UN agencies Nutrition Focal Points (NFP); and Global Affairs Canada (GAC), the donor for REACH in Mali. External stakeholders include: the SUN Government Focal Point (SUN-FP); ministries: *Ministère de la Promotion de la Femme, de l'Enfant et de la Famille* (MPFEF, Ministry for the Promotion of Women, Children and Families); *Ministère de l'Éducation Nationale* (MEN, Ministry of National Education); *Ministère de la Santé et de l'Hygiène Publique* (MSHP, Ministry of Health and Public Hygiene); *Ministère de l'Agriculture* (MA, Ministry of Agriculture), *Ministère de la Solidarité et de l'Action Humanitaire* (MSAH, Ministry of Solidarity and Humanitarian Action); the *Cellule de Coordination* (Coordination Cell); the *Division de la Nutrition* (DN, Nutrition Directorate of MSHP); the Faculty of Medicine (Master of Nutrition); SUN Networks (Civil Society, Business and Parliamentarians); and donors engaged in nutrition (Canadian Cooperation, United States Agency for International Development-USAID, European Delegation).

### **Evaluation constraints**

4. It was difficult to analyse coherence between activities initially included in the Country Implementation Plan (CIP) and those that appear in the 2014 to 2017 Annual Work Plans (AWPs) given that the context has changed between the first phase and the extension phase: activity codes have been modified and other activities were reworded. Other limitations encountered, which are not country-specific, include poor specificity and relevance of some outcome indicators selected to

monitor nutrition governance more broadly and not always directly linked to REACH in-country support.

## 2. Key Findings

5. Key findings are structured according to the three evaluation questions.

### Evaluation question 1 – What are REACH results?

#### Effectiveness

6. Outcome 1 - Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement. Planned deliverables under the multi-sector and multi-stakeholder stocktaking, which aims at building understanding of the nutrition landscape, include: Multi-sectoral Nutrition Overview (MNO), Consensus on Core Nutrition Actions (CNA), Policy and Plan Overview (PPO) and Stakeholder and Nutrition Action Mapping using the SUN Planning and Monitoring Tool (SUNPMT). The main activity was the stakeholder and nutrition action mapping. In the framework of a learning-by-doing approach, REACH asked the newly created Coordination Cell to lead the exercise in collaboration with sector NFPs using a participatory process. The partial results of the mapping exercise informed the PAMN midterm review, but the analyses were not finalized because of data quality issues due in part to insufficient supervision and guidance during the data collection process. The “The Cost of Hunger” study began in 2017; REACH is participating in the study and ensures that the multi-sectoral aspect is integrated. In parallel, REACH supports other analyses and advocacy activities to mobilize nutrition funding such as Standardized Monitoring and Assessment of Relief and Transition (SMART) breakfast to increase awareness on nutrition among donors, analysis of sectoral contribution to PAMN funding, etc.
7. Outcome 2 - Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach. Nutrition appears in the United Nations Development Assistance Framework (UNDAF 2015–2019) and in the *Cadre Stratégique pour la Relance Economique et le Développement Durable du Mali* (CREED, Strategic Framework for Economic Growth and Sustainable Development in Mali) (2016–2018). The PNN and PAMN have already been validated. Furthermore, REACH supported the dissemination of these documents in all regions with the exception of Kidal for security reasons. The challenge remains to integrate nutrition into sectoral policies, which continues to be a weak point.
8. Outcome 3 - Increased human and institutional capacity on nutrition actions at all levels. The capacity gap assessment, which was planned for 2016, was not carried out due to delays in the establishment of the Coordination Cell. The three nutrition management mechanisms CNN, CTIN, the Technical Secretariat have been strengthened by a Coordination Cell to mitigate shortfalls in coordination. REACH provided support in a number of ways to the Cell, from advocating for its creation to supporting its functioning. The Cell’s anchorage remains problematic, but the biggest challenges are staff sustainability and capacity to rapidly implement PAMN management mechanisms.
9. Outcome 4 - Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. A multi-sectoral implementation tracking system and a financial tracking system for PAMN funding are yet to be developed. Nonetheless, REACH did support a midterm review to take stock of PAMN implementation and examine governance mechanisms. The review revealed

strong points - for example, the implementation of CNAs in different sectors - and weak points - for example, the difficulty sector NFPs have in carrying out their role in data collection and management. According to interviews, the review improved awareness of the challenges related to the PAMN. The UN Network for SUN, which also includes the United Nations Population Fund (UNFPA) and UN Women, was formalized in 2016. REACH supported the UN Nutrition Inventory and the development of a 2017 joint work plan that includes REACH activities (situation analysis, mapping). The UN Network does not yet have a joint nutrition programme inspired by the PAMN.

10. **Equity.** A series of actions related to gender was suggested in the CIP to be adapted by each country team (advocacy; incorporation of sex-specific indicators in policies and programmes; integration of gender into coordination structures; improved nutrition status for infants and girls). However, gender is not mentioned in the extension note (2014). When it came time for implementation, gender appeared neither in the AWP nor in the two REACH deliverables (mapping, PPO).
11. **Efficiency.** The budget implementation analysis was done on the basis of annual budget projections, as opposed to initial CIP budget projections as in the other case studies. Expenditures by outcome for 2014–2016 amounted to 22 percent (Outcome 1), more than 100 percent (Outcome 2), 28 percent (Outcome 3) and 37 percent (Outcome 4). Several difficulties in projecting budgets were observed; for example, activities were supported without budget allocation (such as support for PAMN development under outcome 2). Budgetary execution in the first half of 2017 improved and amounted to 58 percent of the 2017 planned budget. Complementary activities undertaken by partners has contributed to efficiency: for example, REACH and the agencies supported the Coordination Cell's operation, and USAID supported the workshop to clarify the role and functioning of the Coordination Cell.

### **Evaluation question 2 – What are the explanatory/contributing factors for results?**

12. The difficult security situation prompted the government to backtrack on its decision to anchor the Coordination Cell within the Office of the Prime Minister, and changes at every level resulted in activities being delayed or cancelled. Frequent changes at the agency level: new WHO representative (2015); new WFP representative (2016); UNICEF representative about to leave (2017) and a new international REACH facilitator (2016) have been constraints: with each change, REACH had to review its mobilization of/ updating new appointees on activities. Positive factors relate primarily to REACH governance, namely: stakeholder recognition of REACH added value and the relationships established since the first phase; REACH availability to mitigate insufficient leadership within the government, especially after the departure of the SUN focal point; adaptation of support methods to context, like learning-by-doing for the Coordination Cell; REACH ability to unite, which is appreciated by partners.

### **Evaluation question 3 – To what extent are results achieved and REACH operational model sustainable?**

13. The agencies' decision to capitalize on the mapping tool and situation analysis is a factor in sustainability. It is unlikely that the national facilitator's functions will continue; neither the government nor agencies suggested concrete proposals in

interviews. Furthermore, the Terms of Reference (TOR) of the agencies NFPs are tied to agencies mandates and respond more to donor interests.

### **3. Overall Conclusions**

14. In response to the first evaluation question, the evaluator concludes that stocktaking activities were evidently limited during this extension period; however, the Stakeholder and Nutrition Action Mapping was carried out and partial results informed the PAMN midterm review. Although the analysis was not finalized due to data incoherence, the mapping exercise was appreciated by stakeholders who consider it a helpful tool for operational planning. The PNN, PAMN and the Communication Plan have been developed, validated, launched and disseminated with the support of REACH. During the extension phase REACH focused its efforts on establishing the Coordination Cell to ensure the PAMN's implementation. REACH support took many forms, notably technical and financial, with a large amount of time dedicated to advocacy and facilitation to accelerate processes slowed by administrative sluggishness. The Coordination Cell is established, but challenges concerning its operationalization still loom large (sustainability with regards to staff, coordination mechanisms not yet formalized, etc.). NFPs are key to the multi-sectoral approach; they find themselves in a new situation for which they have not been prepared. The Civil Society, Business, Parliamentarian and UN Networks are in place; the Civil Society and UN Networks being the most active. The implementation tracking system still consists of surveys and sectoral information systems that do not allow for information analysis from a multi-sectoral angle. The UN Network for SUN was formalized in 2016 and includes UNFPA and UN Women. With the support of REACH, the UN Nutrition Inventory was carried out and a 2017 joint work plan developed, but the network does not yet have a UN Nutrition Agenda, or a joint programme that would have given their nutrition efforts a broader perspective. Activities relevant to gender do not appear in the AWP, which compromised their implementation from the outset. As regards efficiency, it is important to mention complementarity between partners' activities, which have contributed to efficiency, namely in support of the Coordination Cell.
15. As regards the second question, unstable political/security context and weak capacity have been the main constraints on progress in nutrition governance processes. Adaptation of REACH support to the country-specific circumstances by catalysing the establishment of the Coordination Cell, supporting its functioning and strengthening its capacity was appropriate. Shortly following its establishment, the Cell led the mapping exercise and midterm review under REACH's oversight. This enabled the Cell to interact with stakeholders and gain understanding of the activities it will lead in the future.
16. In response to the third question, sustainability of the REACH model through continuation of the national facilitator role is not guaranteed; however the inclusion of the REACH work plan within the agencies' work plan is a good transition strategy that is more likely to ensure a transfer of responsibility. Besides the integration of mapping tools and situation analysis into the agencies' joint work plan, there are few signs of sustainability.

## **4. Recommendations**

### **Recommendation 1 – Improve harmonization and coordination of United Nations efforts in favour of nutrition**

After developing the 2017 joint work plan, agencies should develop either a joint programme or a UN Nutrition Agenda with a long-term vision, as indicated in the 2016–2020 United Nations Network Strategy document.

- Responsibility: REACH Country Committee; Deadline: immediately following UNN/REACH Secretariat approval of the evaluation report

### **Recommendation 2 – Provide technical support to the Coordination Cell**

The Coordination Cell operationalization depends in large part on sectoral NFPs who constitute the Cell's external staff. The Cell should hold work sessions to clarify their roles, define a shared vision and seek the services of a consultant in cohesion and teamwork. Agencies' support would contribute to the successful completion of these activities.

- Responsibility: REACH Country Committee; Deadline: immediately following UNN/REACH Secretariat approval of the evaluation report

### **Recommendation 3 – Implement a low-cost strategy to extend REACH support in Mali, which currently faces a difficult political/security situation**

The new Coordination Cell will have to carry out its mission in a difficult context. It will need support from REACH, which understands the context well. Sharing facilitators between countries would enable Mali to benefit from support missions and continued periodic guidance following REACH engagement.

- Responsibility: UNN/REACH Secretariat; Deadline: immediately following UNN/REACH Secretariat approval of the evaluation report

### **Recommendation 4 – Strengthen governance elements in the TOR of UNN NFPs**

Agencies NFPs are often heavily engaged in operational activities, hence the need to include nutrition governance in their TOR, in line with their agencies mandate, in order to avoid neglecting this issue.

- Responsibility: REACH Country Committee; Deadline: first quarter 2018



## Myanmar

### 1. Introduction

#### **Context: nutrition governance situation before REACH engagement**

1. The United Nations Network (UNN)/REACH Secretariat exploratory mission, which was undertaken in January 2015, identified the following major weaknesses in nutrition governance that could benefit from REACH support: differing degrees of awareness of stakeholders in particular sector ministries about the problem of malnutrition; gaps in policy frameworks (National Plan of Action for Food and Nutrition-NPAFN 2011-2015 led by the Ministry of Health and Sports (MOHS) and a new action plan for Food and Nutrition Security (FNS) being developed by the Ministry of National Planning and Economic Development (MNPED)); nutrition coordination mechanisms largely organized around the health sector, namely the National Nutrition Centre (NNC), which has limited resources and capacity and no mandate to support coordination across ministries; and the need to support the creation and formalization of the UNN.
2. The international facilitator started mid-August 2015 and resigned in mid-February 2017. The current national facilitator started mid-August 2016 as an advocacy consultant and became the senior national facilitator in January 2017. Her contract is due to end on 31 December 2017.

#### **Stakeholders**

3. Main internal stakeholders and users of the evaluation in Myanmar include: UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the Heads of REACH partner agencies; the UN agencies Nutrition Focal Points (NFP); and Global Affairs Canada (GAC), the donor for REACH in Myanmar. External stakeholders include: the SUN Government Focal Point (SUN-FP)/Director General, Department of Public Health, MOHS; NNC acting as Technical Secretariat to the SUN-FP; sector ministries: the Ministry of Agriculture, Livestock and Irrigation (MOALI) and the Ministry of Social Welfare, Relief and Resettlement (MOSWRR); donors supporting nutrition; and the Civil Society Alliance.

#### **Evaluation constraints**

4. Limitations that are not specific to Myanmar include poor specificity and relevance of some outcome indicators, which were selected to monitor nutrition governance more broadly and are not always directly linked to REACH in-country support.

### 2. Key Findings

5. Key findings are structured according to the three evaluation questions.

#### **Evaluation question 1 – What are REACH results?**

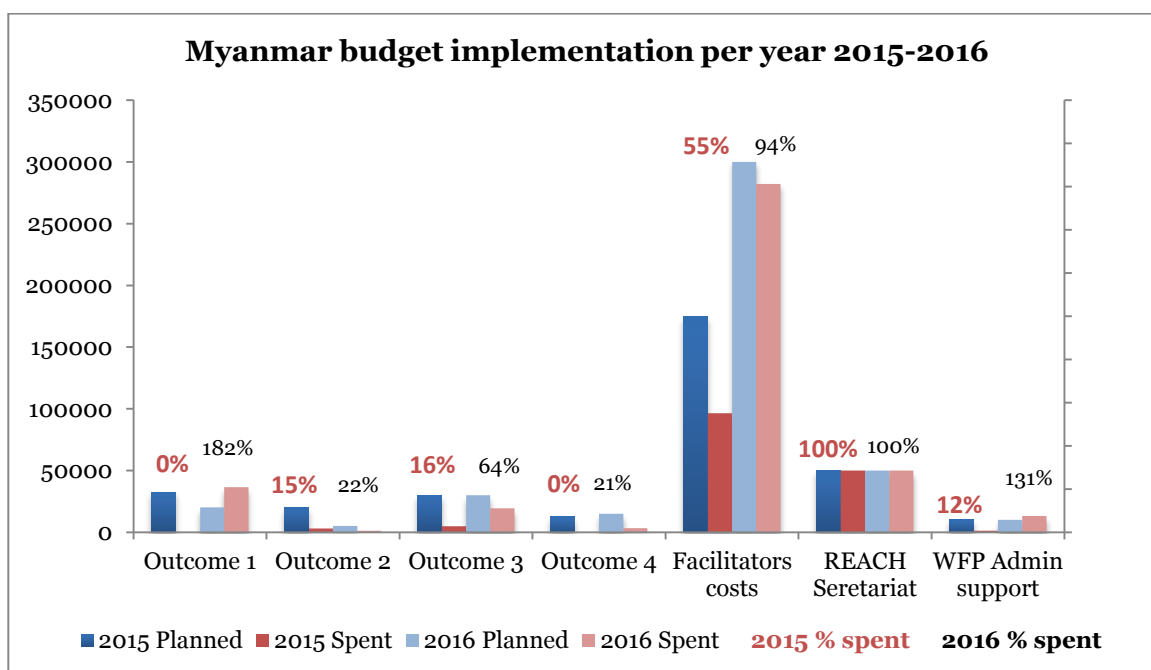
##### **Effectiveness**

6. Outcome 1 - Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement. Planned deliverables under the multi-sector and multi-stakeholder stocktaking, which aims at building understanding of the nutrition landscape, include: Multi-sectoral Nutrition Overview (MNO), Consensus on Core Nutrition Actions (CNA), Policy and Plan Overview (PPO) and Stakeholder and Nutrition Action Mapping using the SUN

Planning and Monitoring Tool (SUNPMT). The four deliverables, which were initiated in 2016, were completed in May-June 2017. Data availability, reliability and representativeness posed challenges for the stakeholder and nutrition action mapping. Many stakeholders reported difficulties using the SUNPMT tool and stressed that caution is warranted with respect to data interpretation and use. Official dissemination of results through a booklet and a high-level nutrition event is pending validation of the various documents by NNC. No national advocacy and communication strategy has been developed yet but short and opportune nutrition advocacy briefs were prepared: the first one released early 2016 was a joint UN (two-pager) brief building the case for investing in nutrition and highlighting linkages with the National League for Democracy (NLD) Election Manifesto in order to raise awareness of the transition Government and the new leadership about nutrition; the second one-page brief was developed in partnership with donors for the first ever National Inter-Ministerial Coordination Meeting on Nutrition chaired by the State Counsellor held in January 2017.

7. Outcome 2 - Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach. REACH facilitators participated in the meetings for developing the United Nations Development Assistance Framework (UNDAF) 2018-2022 (work in progress). REACH and UNICEF jointly selected a consultant for a seven-month period (February to September 2016) to support the finalization of the Myanmar National Action Plan for Food and Nutrition Security (MNAPFNS) and its costing, as well as for updating the NPAFN to align it with the MNAPFNS. REACH facilitators drafted several sections (such as gender and social protection). With the change in government early 2016, the MNAPFNS was not endorsed. Two initially planned outputs “CNA uptake in sectoral annual work plans” and “Sub-national CNA Uptake” were rightly not retained in REACH Annual Work Plans (AWP) as these are contingent to successful completion of the preceding output.
8. Outcome 3 - Increased human and institutional capacity on nutrition actions at all levels. REACH proposed a coordination structure based on existing mechanisms, which has been included in the draft MNAPFNS. REACH facilitated and supported the organization of the National Inter-Ministerial Coordination Meeting on Nutrition during which the State Counsellor reaffirmed high-level Government commitment to nutrition and its inclusion in national development planning. Two outputs “capacity development” and “guidance material and training” were not retained as considered unlikely within the REACH timeframe.
9. Outcome 4 - Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. The first and second outputs “effectiveness” and “accountability” were not retained, as they are contingent on the elaboration and validation of a multi-sectoral strategic plan (under outcome 2), which is still in progress. In late 2015/early 2016, REACH facilitated the establishment of the UNN for Nutrition and Food Security (UNN-NFS) and the UN Nutrition Inventory in which the four REACH partner agencies and the United Nations Population Fund (UNFPA) participated in 2016. A UN retreat, organized, funded and facilitated by REACH (facilitators and Secretariat staff), was held on 31 May 2016. It was attended by 54 participants from across the UN system in Myanmar. Participants identified the lack of regular communication and competing priorities between UN agencies as challenges to be addressed. The retreat report is posted on the One-UN Myanmar and SUN Movement websites.

10. **Equity.** Four actions were planned in the REACH Country Implementation Plan (CIP) for Myanmar: 1) gender equality and women's empowerment integrated in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition; 2) indicators broken down by sex and data analysed with a gender perspective; 3) strengthening the capacities of women's organizations and advocacy for women to be represented in the different coordination mechanisms at all levels; and 4) ensuring gender sensitivity of messages disseminated by the different partners/ channels at all levels. These actions were not explicitly reflected in REACH AWP. Nevertheless, REACH facilitators were proactive in ensuring that gender issues were tackled (gender included as a reporting item in the facilitators' monthly activity reports). Gender was duly addressed in the stocktaking deliverables: in the list of CNAs 9 out of 20 CNAs target or prioritize women, namely 2 out of 6 nutrition-specific CNAs and 7 out of 14 nutrition-sensitive CNAs in the areas of disease prevention and management, Water Sanitation and Hygiene (WASH) and rural development. REACH facilitators contributed to the drafting of a section on gender and social protection in the MNAPFNS. Thanks to REACH facilitators' advocacy efforts, UN Women and UNFPA are members of the UNN-NFS.
11. **Efficiency.** The budget for 2015-2016 of USD 760,000 was underspent (74 percent was spent).



Source: REACH. 2017. Financial tracking sheet – Myanmar

Note: planned budget figures as per CIP

12. Expenditures by outcome amounted to 69 percent for outcome 1, 17 percent for outcome 2, 40 percent for outcome 3 and 11 percent for outcome 4. Budgetary execution in the first half of 2017 amounted to 53 percent of the 2017 planned budget. One particular feature of Myanmar is that frequent travel of the facilitators to Nay Pyi Taw, the administrative capital, was necessary for all outcomes to ensure continued consultation with Government and keeping them regularly informed on progress.

## Evaluation question 2 – What are the explanatory/contributing factors for results?

13. During the political transition period (from November 2015 until 30 March 2016) there was lack of clarity as to the official status of various development policy frameworks; work launched by the previous government on nutrition governance (policies, strategies and coordination mechanism) was halted and so were relevant REACH activities. In parallel resurgence of conflicts in three States led to a degradation of the humanitarian situation, and in 2016, heavy monsoon flooding temporarily displaced roughly half a million people in eleven States. Hence the focus of UN agencies and other stakeholders was on alleviating humanitarian needs and building resilience of affected populations. Whilst recognizing the need to address governance issues, several stakeholders mentioned that their focus was on peace building and supporting emergency preparedness and response. More clarity on leadership on nutrition governance has recently emerged with the establishment of ten Sector Coordination Groups (SCG) including a Nutrition SCG to be led by the MOHS (Development Assistance Coordination Unit guidance of 26 July 2017).
14. Participatory adaptation of the CIP to the context and its alignment with the mandates/priorities of UN agencies and sector ministries (respective columns added in yearly work plans) fostered ownership among UN agencies. Support provided by the UNN/REACH Secretariat was generally considered to be very helpful.

**Evaluation question 3 – To what extent are results achieved and REACH operational model sustainable?**

15. Two enabling elements are noted: the stocktaking activities have been undertaken under the leadership of NNC and coaching and mentoring by REACH facilitators and UNN/REACH Secretariat staff has promoted skill and knowledge transfer to sector NFPs. Hence the potential for sustainability is there but it is premature at this stage to draw definitive conclusions on the sustainability of REACH stocktaking deliverables because their validation is still in progress and there is a widely acknowledged need for more capacity building of sector NFPs. REACH draft transition plan (January 2017), does not include tangible steps for phasing-over REACH functions to the UNN-NFS. WFP is seeking funding for a one-year extension of the national facilitator. The extension of REACH engagement with GAC funding into 2018, met with a positive response from stakeholders; this indicates a positive perception of stakeholders about the added value of REACH in strengthening nutrition governance. There was overall agreement that the timeframe of REACH engagement is too short in view of the complexity of nutrition governance in general and more specifically within the Myanmar context.

**3. Overall Conclusions**

16. In response to the first evaluation question on effectiveness, equity/gender and efficiency, the evaluator concludes that REACH CIP for Myanmar was ambitious and strived at too far-reaching outcomes given the political, policy and humanitarian context. Despite a prioritisation of outputs and the more realistic planning of outputs and deliverables through a revision of the CIP and in AWP, progress was slow and remained below set targets. Notwithstanding the difficult environment and limited duration, REACH has been successful in promoting/facilitating a new approach to governance of a multi-stakeholder issue.
17. Delaying the multi-sector and multi-stakeholder stocktaking until NNC confirmed its endorsement and took its leadership with the facilitators' support was the right approach. Despite concerns about the reliability of data used for the mapping, there

was recognition that this exercise contributed to raising awareness about information gaps and for the need to strengthen sector information systems and to build the capacity of sector NFPs. Facilitators were proactive in seizing advocacy opportunities: briefs were strategically timed to advocate for nutrition to new elected officials. Even though the MNAPFNS was not endorsed by the new Government, REACH facilitation processes were perceived as equally as important as the intended result because of their contribution to awareness raising about/ advocacy for nutrition as a multi-sectoral issue. Although the gender-related commitments included in the CIP were not reflected in AWP, gender issues received due attention in the stocktaking activities, particularly in the list of CNAs. The highest rate of budgetary execution was reported for outcome 1 (69 percent) and the lowest for outcome 4 (11 percent).

18. As regards the second question: during the long political transition period until March 2016 there was a lack of clarity as to the official status of various development policy frameworks. REACH facilitators made the right decision to focus on advocacy activities: putting nutrition on the radar, establishing trust relationships with NNC and MOALI and fostering UN coherence.
19. In response to the third question, the ET concluded that skill and knowledge transfer to sector NFPs done by REACH facilitators and UNN/REACH Secretariat staff in particular for the mapping are vital for sustainability. However it is premature at this stage to draw definitive conclusions on the sustainability of REACH results and operational model as REACH draft transition plan (January 2017), does not include tangible steps for phasing-over REACH functions to the UNN-NFS.

#### **4. Recommendations**

##### **Recommendation 1 – Prioritize REACH outcomes and outputs for the remaining period of engagement of REACH in Myanmar**

The REACH draft transition plan needs to be reviewed/agreed by agencies' NFPs and then endorsed by the REACH CC. The choice of priority areas for REACH for the remaining months of 2017 through 2018 should be a bottom-up country-led participatory and consensual process guided by the recent decisions of the Government regarding the establishment of the Nutrition SCG. The choice of activities should seek complementarity with one-on-one technical support provided by the UN partner agencies and could include: advocacy and communication strategy (UN as well as one accompanying the MNAPFNS), and finalization of a prioritized and budgeted multi-sector nutrition plan.

- Responsibility: Myanmar REACH CC with the support of UNN/REACH Secretariat; Timeframe: Immediately.

##### **Recommendation 2 – Develop a Roadmap for future updates of the nutrition stocktaking**

The stocktaking is a process and a basis for cohesive and regular planning. For example the MNO should be updated when new survey data are released, and the next round of the SUNPMT should map CNAs at a lower geographic level and capture beneficiary coverage. A roadmap for these updates should be included in the forthcoming multi-sector and multi-stakeholder stocktaking booklet.

- Responsibility: REACH facilitator and UNN-NFS; Timeframe: Immediately.

## Senegal

### Context: nutrition governance situation before REACH engagement

1. The United Nations Network (UNN)/REACH Secretariat exploratory mission, which was undertaken in June 2014, identified the following major weaknesses in nutrition governance that could benefit from REACH support: already high awareness about nutrition but no multi-sectoral dynamic bringing together stakeholders around a common vision with numerous stakeholders not acting in a concerted manner and hence delaying the nutrition policy revision planned since 2009; weak multi-sectoral coordination capacity of the *Cellule de Lutte contre la Malnutrition* (CLM, Fight against Malnutrition Unit), which is responsible for coordination and Monitoring and Evaluation (M&E) of the national nutrition policy; and the lack of linkages between existing information (surveys, sectoral monitoring systems, CLM tracking system, etc.) to allow an analysis through a multi-sectoral lens.
2. The international facilitator started in October 2014 and the national facilitator in March 2016. REACH engagement in Senegal is due to end on 31 December 2017.

### Stakeholders

3. Main internal stakeholders and users of the evaluation in Senegal include: UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the Heads of REACH partner agencies; the UN agencies Nutrition Focal Points (NFP) and Global Affairs Canada (GAC), the donor for REACH in Senegal. External stakeholders include: the SUN Government Focal Point (SUN-FP), CLM, *Ministère de la Santé et de l'Action Sociale* (MSAS, Ministry of Health and Social Action), *Ministère de l'Agriculture et de l'Équipement Rural* (MAER, Ministry of Agriculture and Rural Equipment), le *Ministère de la Femme, de la Famille et de l'Enfance* (MFFE, Ministry of Woman, Family and Childhood), *Ministère de l'Éducation Nationale* (MEN, Ministry of National Education), *Secrétariat Exécutif - Conseil National de Sécurité Alimentaire* (SE-CNSA, Executive Secretariat of the National Food Security Council), the Civil Society and Donor Networks.

### Evaluation constraints

4. Limitations that are not specific to Senegal include poor specificity and relevance of some outcome indicators, which were selected to monitor nutrition governance more broadly and are not always directly linked to REACH in-country support.

## 2. Key Findings

5. Key findings are structured according to the three evaluation questions.

### Evaluation question 1 – What are REACH results?

#### Effectiveness

6. Outcome 1 - Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement. Planned deliverables under the multi-sector and multi-stakeholder stocktaking, which aims at building understanding of the nutrition landscape, include: Multi-sectoral Nutrition Overview (MNO), Consensus on Core Nutrition Actions (CNA), Policy and Plan Overview (PPO) and Stakeholder and Nutrition Action Mapping using the SUN Planning and Monitoring Tool (SUNPMT). The MNO, including a dashboard, was carried out in 2015. The document has not been widely disseminated. While this

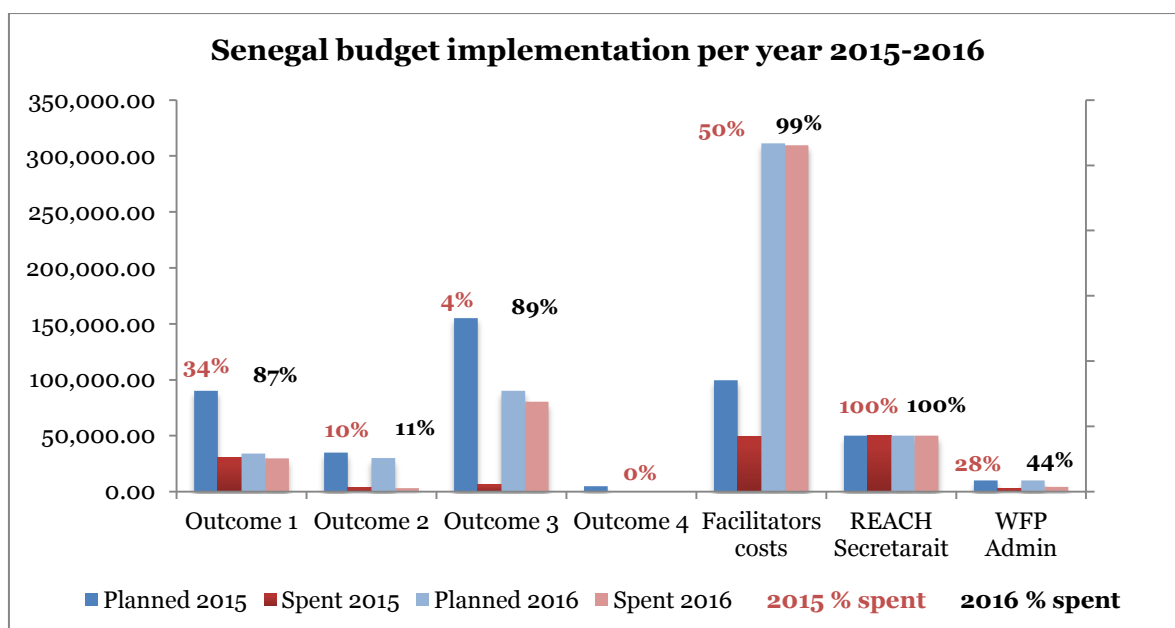
analysis was used in the World Bank's "investment case" series of studies, the dashboard proved less useful as the CLM preferred to continue with its existing monitoring system. The mapping was conducted in 2015 by a national consultant, and international consultant (former REACH facilitator with mapping experience in Niger) with support from the UNN/REACH Secretariat. Stakeholders were involved through a meeting organized for orientation and adaptation of the tools and a feedback meeting. Some difficulties were encountered due to unavailability of MSAS data and delays in the transmission of CLM data. The mapping results were partially used in the development of the *Plan Stratégique Multisectoriel de la Nutrition* (PSMN, Multi-sectoral Nutrition Strategic Plan). A list of CNAs was established for mapping purposes, it was also shared during the development of the PSMN. However, CLM chose to develop guidelines for PSMN elaboration which include a larger number of actions than the CNA list. The PPO (2015) was produced as foreseen in the Country Implementation Plan (CIP) but was not submitted to the CLM because, in the end, its rating system was judged to have little value added to the revision of sectoral policies whose update had already been triggered according to other parameters established by the *Ministère de l'Economie des Finances et du Plan* (MEFP, Ministry of Economy, Finance and Planning). REACH participated in the World Bank's "Investment Case" series of case studies and, in partnership with UNICEF and the World Bank, supported the theme of institutional analysis of the nutrition sector. The advocacy and communication strategy for the implementation of the *Politique Nationale de Développement de la Nutrition* (PNDN, National Nutrition Development Policy) was produced with a costed five-year operational plan.

7. Outcome 2 - Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach. Nutrition is included in the *Plan Sénégal Emergent* (PSE, Emerging Senegal Plan) and the revised United Nations Development Assistance Framework (UNDAF) 2012-2018. The PNDN (2015-2025) was produced and approved in 2015 by MEFP in charge of defining and approving national policies. In June 2017, the CLM Steering Committee validated the PSMN (developed between 2016 and 2017) in the presence of Heads of UNICEF and WHO and representatives of the World Bank, the Canadian Embassy and REACH. REACH supported workshops and participated in the work of the commissions and the review of documents. REACH played a unifying role in the development of the document, which involved many stakeholders.
8. Outcome 3 - Increased human and institutional capacity on nutrition actions at all levels. REACH had planned to support the "identification of institutional and human capacity building needs" of the CLM. This activity appeared complementary with the analysis of institutional performance in the nutrition sector planned by the World Bank. REACH, the World Bank and UNICEF came together to support the study. They recruited the services of an international consultant, and a technical committee (UNICEF, World Bank, REACH, CLM) was set up to oversee the study. The international consultant conducted in-depth interviews with CLM and key sectors and semi-structured interviews of other stakeholders. The report, which is rich in information on capacities in place, is very much appreciated. Sector NFPs reported that data collection which was conducted in the presence of ministries' planning officials, contributed to nutrition advocacy within ministries. As regards multi-sectoral coordination, CLM had been setup in 2001 and is attached to the Office of the Prime Minister and sector NFPs of 12 ministries were already designated prior to REACH engagement. NFPs, who represent their ministries in the CLM Steering

Committee, have varying influence within their ministry. Efforts were initiated to set up the business network. In June 2016, REACH contributed to the organization of a one-day conference to exchange on nutrition, which gathered different partners, including the private sector with whom extensive discussions were held. However, CLM chose to defer setting up a business network.

9. Outcome 4 - Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. CLM is developing an integrated on-line M&E platform for the PSMN (work in progress). In Senegal, there is a Donors/UN System platform. REACH conducts on-going advocacy with the four Heads of UN Agencies to sustain the momentum on nutrition, and has facilitated the UN Nutrition Inventory (undertaken by the four REACH partner agencies in 2016) whose findings are expected to feed into the development of a UN Nutrition Strategy. The latter has not yet been developed due to the reluctance of one UN agency having expressed its preference for a conceptual note; the ET learned that agreement to develop such a strategy has been reached after the ET's country visit. As to joint UN programmes, the *Programme Intégré Santé Education Nutrition* (PISEN, Integrated Programme on Health, Education and Nutrition) is being implemented jointly by WHO, UNESCO, UNFPA, FAO, UNICEF and WFP since 2013. At the operational level, PISEN is executed as a juxtaposition of activities and no new joint programmes have been initiated yet in support of the PSMN.
20. **Equity.** Four actions were planned in the REACH CIP for Senegal: 1) gender equality and women's empowerment integrated in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition; 2) indicators broken down by sex and data analysed with a gender perspective; 3) strengthening the capacities of women's organizations and advocacy for women to be represented in the different coordination mechanisms at all levels; and 4) ensuring gender sensitivity of messages disseminated by the different partners/channels at all levels. These actions were not explicitly reflected in REACH annual work plans (AWPs). The gender indicator of the dashboard was not filled due to lack of data. It should be noted that MFFE has been a member of the CLM Steering Committee since its creation.
21. **Efficiency.** The budget for 2014-2016 of USD 925,833 was underspent (69 percent was spent). Expenditures by outcome amounted to 54 percent for outcome 1, 11 percent for outcome 2, 47 percent for outcome 3 and none for outcome 4. Budgetary execution in the first half of 2017 amounted to 46 percent of the 2017 planned budget. Reasons for under-spending include: less than originally foreseen spent on outcome 2 as the Government and several CLM partners have provided financial support for the development of the PSMN; and activities under outcome 4 not yet carried out as they are dependent on the validation of the PSMN. Other considerations relate to the extended time invested by facilitators in discussions with CLM and the UNN/REACH Secretariat on the choice of activities to be included in AWPs; postponements or delays of activities due to the agenda of the CLM; deliverables completed but not used (PPO and Nutrition Analysis Dashboard); and the long delay in the recruitment of the national facilitator (re-advertisement of the post).





Source: REACH. 2017. Financial tracking sheet – Senegal

Note: Data for 2014 not included as expenditures were only on knowledge sharing (USD 6,235) and REACH Secretariat (USD 8,333)

## Evaluation question 2 – What are the explanatory/contributing factors for results?

- Factors having caused delays in implementation include: initial scepticism of CLM about the contribution of REACH (CLM not involved in the request for REACH support by the four signatory agencies); differences of opinion and understanding between the UNN/REACH Secretariat, the facilitators and the CLM on the relevance of some stocktaking deliverables and the degree of flexibility permissible in the preparation of AWP, as well as the frequent changes in agencies staff. Enabling factors include: CLM as gateway for REACH; timeliness of REACH in creating an enabling environment for the development of the PSMN; strong focus of facilitators on alignment of REACH activities with national priorities; complementarity between the two facilitators (the national facilitator playing a moderating role between sectors and the international one facilitating dialogue at the institutional level and maintaining momentum for nutrition among UN agencies); support from the UNN/REACH Secretariat; the opportunity offered by the CLM to host the national facilitator; the positive assessment of REACH work by the agencies; and the interest of the host agency, WFP, in REACH.

## Evaluation question 3 – To what extent are results achieved and REACH operational model sustainable?

- Sustainability of the national advocacy and communication strategy of the PNDN and the capacity gap assessment seems to be ensured as both have been integrated into the PSMN. Sustainability of the mapping, which is to be integrated into the on-line M&E of the PSMN, will be reinforced by the training of trainers on the use of the SUNPMT to be supported by REACH. However the lack of skills and knowledge transfer will be a challenge for updating the MNO. The REACH operational model will continue with the national facilitator position extended in 2018 with Nutrition International funds.

### 3. Overall Conclusions

12. In response to the first evaluation question on effectiveness, equity/gender and efficiency, the evaluator concludes that although progress was affected by initial scepticism about the added value of REACH, REACH started in Senegal at an opportune time. The long-standing coordinating structure, the CLM, was in place but faced challenges in terms of coordinating a multi-sectoral approach. REACH facilitating role in the PSMN development process was thus timely and was recognized as beneficial (considered by CLM as equally important as other stakeholders supporting CLM). The mapping and national advocacy and communication strategy went beyond their initial awareness goal: both have been taken up into national processes with the SUNPMT to be integrated into the CLM on-line M&E system and the advocacy strategy already attached to the PSMN (observation relevant also to question 3 on sustainability). The institutional gap assessment (under outcome 3) will also be acted upon as an integral part of the PSMN (observation relevant also to question 3 on sustainability). Sector NFPs, who have variable levels of competence in nutrition governance, are not designated on the basis of clear Terms of Reference (TOR) and are not guided by specific orientation on their roles. If acted upon, the results of the institutional analysis in the nutrition sector can help fill these identified gaps. The UNN/Donor Network has conducted the UN Nutrition Inventory with REACH support. The development of a UNN Nutrition Agenda/Strategy has been recently agreed upon with the support of REACH. Gender-related activities have not been included in AWP, which has compromised their achievements from the start. In terms of efficiency, cost savings by seizing opportunities for cost-sharing is a good practice in terms of efficiency and has an added value of bringing stakeholders to work together, such was the case for the institutional gap assessment.
13. As regards the second question, the skills of the facilitators, managerial (listening skills, influence, networking, etc.) and technical skills were considered crucial in the success of REACH in Senegal.
14. In response to the third question on sustainability, a few tangible examples of REACH tools' uptake into national processes have been mentioned under question 1. In addition the national facilitator is supported for 2018 by funds of Nutrition International.

### 4. Recommendations

#### **Recommendation 1 - Strengthen harmonization of United Nations efforts for nutrition**

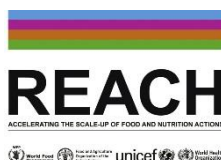
Agencies should work to develop their new joint document (joint programme, UN Nutrition Agenda/Strategy), drawing lessons from PISEN, which is coming to an end, in order to strengthen the harmonization of their efforts for nutrition.

- Responsibility: REACH Country Committee; Timeline: immediately after approval of the evaluation report by the UNN / REACH Secretariat

**Renewed Efforts Against Child Hunger and undernutrition**  
<https://www.unnetworkforsun.org/reach>



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