

Terms of Reference

THEMATIC EVALUATION:

End of Term Evaluation of

Renewed Effort against Child Hunger and Child 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 change¹ which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved². 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.

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

¹ Please see annex 1 for the full theory of change.

² 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.

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 evaluation³ (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government⁴. 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 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.

³ 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.

⁴ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

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’ analysis⁵

Stakeholders	Interest in the evaluation and likely uses of evaluation report to this stakeholder
INTERNAL STAKEHOLDERS	
UNN/REACH Steering Committee (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).
UNN/REACH Secretariat	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).
Global Affairs Canada (GAC)	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.
REACH facilitators	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.
Members of REACH Country Committees	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.
Nutrition Focal Points at country level (FAO, WFP, WHO, UNICEF, IFAD)	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.

⁵ This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

Regional Nutrition Advisors (FAO, WFP, WHO and UNICEF) (IFAD does not have)	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.
EXTERNAL STAKEHOLDERS	
SUN (global and country level)	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.
Government Ministries (MoH, MoA and Food, Social Welfare, water etc. as relevant)	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.
SUN Networks at country level	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 Series⁶.
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.

3.2. Subject of the evaluation⁷

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.

⁶ 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.

⁷ 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.

- 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 and facilitation.
 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 frame⁸ (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:
 - 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 countries⁹. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011

⁸ 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.

⁹ Laos and Mauritania in 2008 followed by Sierra Leone in 2010

in eight additional countries¹⁰. 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, 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

¹⁰ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

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 level¹¹:

- 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 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.

¹¹ 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.

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

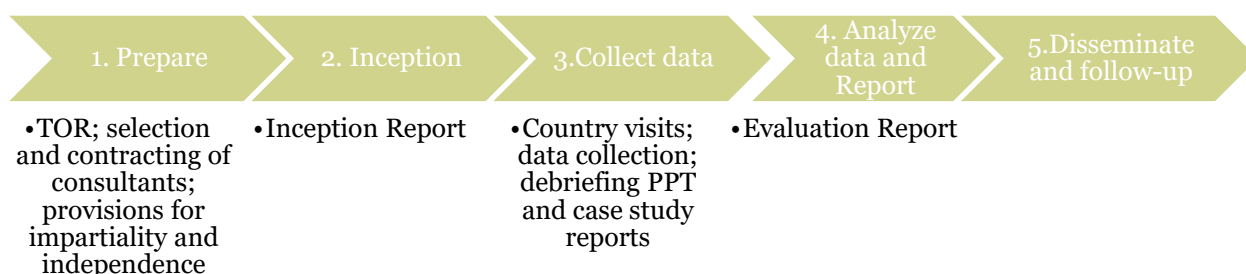
evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

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^[1], 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.

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

^[1] [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”

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.¹²

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

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

- 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 UNN/REACH Secretariat¹³. 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 stakeholders¹⁴. 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

¹³ A list of members can be found in Annex 6.

¹⁴ idem.

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:
- 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 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 2011-2015¹⁵

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.

¹⁵ 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 countries¹⁶ 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.

¹⁶ 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).

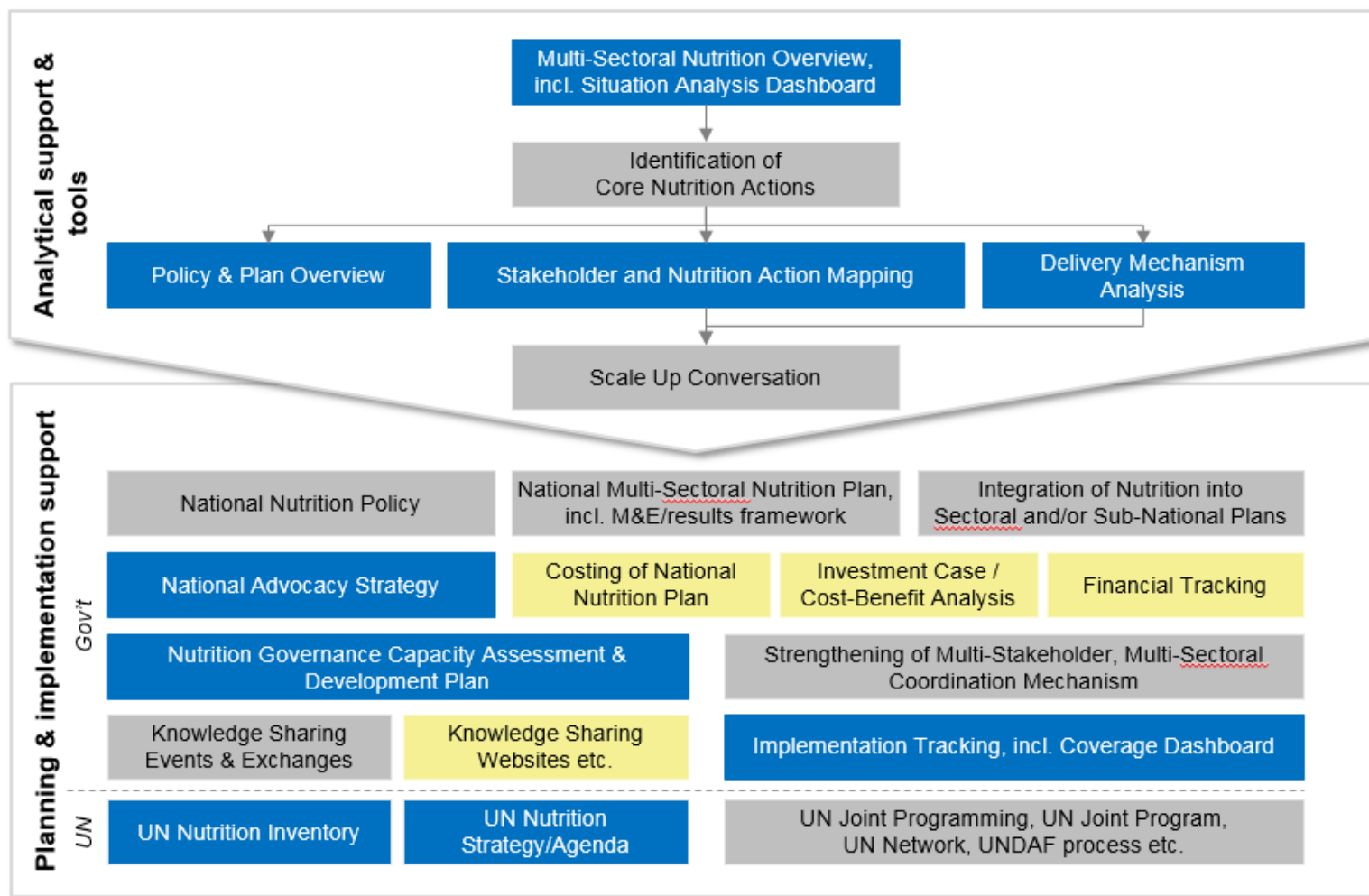
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better 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

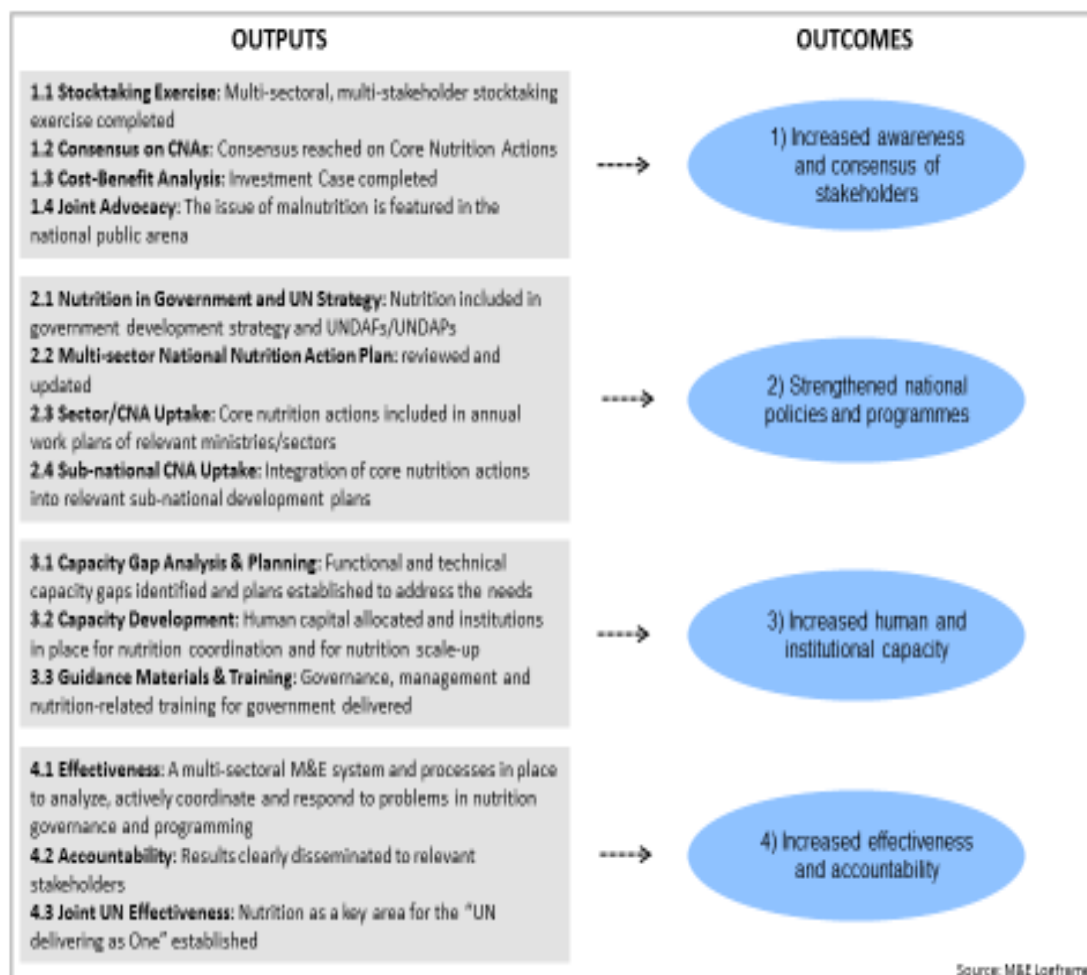


- REACH working tools**
- Country Implementation Plan (CIP)
 - Annual Work Plan
 - Nutrition Governance Assessment (internal M&E) Tool
 - Risk Register
 - Transition and Sustainability Plan

- Support type**
- Service provider
 - Facilitation
 - Connect countries with specialised service providers

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
Canada - GAC - Generation 2*	CAD 5,000,000	4,488,330	2014-2017	Burkina Faso, Haiti, Mali, Myanmar & Senegal
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
Total	3,581,166

*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)

Nicolas Bidault, UNN/REACH Secretariat

Tania Goossens, UNN/REACH Secretariat (Evaluation Manager)

Christine Wenzel, UNN/REACH Secretariat

Evaluation Reference Group

Martin Bloem, WFP

Anna Lartey, FAO

Victor Aguayo, UNICEF

Francesco Branca, WHO

Juliane Friedrich, IFAD

Isabelle Laroche, Global Affairs Canada

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

SanSanMyint, REACH Myanmar

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

Delphine Babin-Pelliard, SUN Movement Secretariat

Annex 7 Evaluation Schedule

	Phases, Deliverables and Timeline	Key Dates
	Phase 1 - Preparation	2017
	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
	Final TOR	March 31
	Phase 2 - Inception	
	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
	Submit draft inception report to Evaluation Manager	May 5
	Quality assurance and feedback (EM and quality support system)	May 12
	Revise inception report	May 17
	Submit revised inception report to Evaluation Reference Group	May 17
	Revise inception report	May 24-26
	Submit revised inception report to Evaluation Committee	May 26
	Sharing of inception report with stakeholders for information	May 29
	Phase 3 – Data collection and analysis	
	Field work (Senegal, Mali, Burkina Faso, Haiti, Myanmar) (on average 10 calendar days per country)	May 28-August 15
	In-country Debriefing (at end of each country visit)	June 5-August 15
	Phase 4 - Reporting	
	Draft evaluation report	August 15-September 22
	Submit Draft evaluation report to Evaluation Manager	September 22
	Quality assurance and feedback (EM and quality support system)	September 29
	Revise evaluation report	October 6
	Submit revised evaluation report to Evaluation Reference Group	October 24
	Consolidate comments	November 2
	Revise evaluation report	November 20
	Submit final evaluation report to Evaluation Committee	November 25
	Phase 5 Dissemination and follow-up	
	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

