Decentralized evaluation for evidence-based decision making

Decentralized Evaluation

Thematic Evaluation – End of Term Evaluation "Renewed Efforts Against Child Hunger and undernutrition (REACH)"
Burkina Faso Case Study

September 2017
UN Network for SUN (UNN)/REACH Secretariat
Evaluation Manager: Tania Goossens

Prepared by
Khadijhatou Seck, Regional Consultant

WFP World Food Programme wfp.org

REACH ACCELERATING THE SCALE-UP OF FOOD AND NUTRITION ACTIONS

Global Affairs Canada / Affaires mondiales Canada

Acknowledgements

The evaluator sincerely thanks the UNN/REACH Secretariat in Rome and REACH facilitators in Burkina Faso for facilitating the evaluation process. The staff gave generously of their time to support the team and provide relevant information.

Our gratitude also goes to all stakeholders (the government, the donor community, the United Nations agencies and non-governmental organizations), who dedicated their time to participate in informative discussions and contributed significantly to the evaluation findings.

Disclaimer

The opinions expressed in this report are those of the Evaluation Team, and do not necessarily reflect those of the World Food Programme (WFP). Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designation employed does not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

Table of Contents

Acknowledgements ..... **i**

Disclaimer ..... **i**

Executive Summary ..... **iii**

Key Findings iv
Overall Conclusions v
Recommendations vi

1. Introduction **1**

1.1. Evaluation characteristics 1
1.2. Country-specific context 2
1.3. REACH in Burkina Faso 3

2. Evaluation Findings **5**

2.1. Evaluation Question 1 — What are REACH results? 5
Effectiveness 5
Efficiency 10
Equity 11

2.2. Evaluation Question 2 — What are the explanatory/contributing factors explaining results? 12
2.3. Evaluation Question 3 — To what extent are the results achieved and the REACH operational models sustainable? 14

3. Conclusions and Recommendations **15**

3.1. Conclusions 15
3.2. Lessons learned and good practices 16
3.3. Recommendations 16

Annex 1: Terms of Reference 18
Annex 2: Evaluation Matrix 48
Annex 3: Country Visit Schedule 56
Annex 4: List of People Interviewed 58
Annex 5: Data Collection Tools 59
Annex 6: Bibliography 60
Annex 7: Table - CIP Planned Outcomes, Outputs and Activity Categories versus AWP 61
Annex 8: UNN/REACH Secretariat Support 63
Acronyms 64

Tables

Table 1: Progress in outcome 1 7

Figures

Figure 1: Planned budget 4
Figure 2: Planned budget versus implemented resources 2014-2016 11

Executive Summary

Introduction

1. This evaluation is commissioned by the UN Network for Scaling Up Nutrition (SUN)/Renewed Efforts against Child Hunger and undernutrition (UNN/REACH) Secretariat. It is undertaken as per agreement of the UNN/REACH Secretariat with Global Affairs Canada (GAC), which provides funding to REACH in Burkina Faso, Haiti, Mali, Myanmar and Senegal to support government-led nutrition governance efforts by pursuing four outcomes: 1) increased awareness and consensus among stakeholders of the nutrition situation and the best strategies and priorities for improvement; 2) strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach; 3) increased human and institutional capacity on nutrition actions at all levels; and 4) increased stakeholder effectiveness and accountability in implementing and supporting nutrition actions.
2. The objectives of this evaluation are two-fold: 1) accountability—assess and report on the performance and results of REACH; and 2) learning—determine the reasons why certain results did or did not occur, draw lessons and derive good practices. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
3. The main stakeholders and users of the Burkina Faso evaluation are: the UNN/REACH Secretariat; REACH facilitators; the REACH Country Committee, made up of country-based heads of partner agencies the World Food Programme (WFP), the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO); UN agencies nutrition focal points, SUN government focal point; the Ministry of Health; the Ministry of Water and Sanitation; the Ministry of Basic Education and Literacy; *Secrétariat Exécutif du 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 Cooperation; and SUN Networks (Civil Society, Business, Parliamentarians, Donors).
4. The UNN/REACH Secretariat's exploratory mission to Burkina Faso was carried out in May 2014. Considering the country's existing achievements, the mission focused on areas that warrant improvement: analyses like the Infant and Young Child Feeding intervention (IYCF) mapping had been carried out, but were lacking the in-depth analysis needed to provide a global picture of the multi-sectoral approach; nutrition policy was health-oriented and needed revision to account for 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 a multi-sectoral dimension in data collection and evaluation.
5. The evaluation is based on three criteria: effectiveness, efficiency and sustainability. The main evaluation questions, as indicated in the Terms of Reference (TOR), were: 1) what are REACH results in each country (effectiveness, efficiency and equity); 2) what are the explanatory/contributing factors explaining results; and 3) to what extent are the results achieved and the REACH operational models sustainable? To respond to these questions, the evaluation team collected primary qualitative data through semi-

structured interviews with REACH stakeholders and triangulated this information with secondary data retrieved from documents and the REACH monitoring and evaluation (M&E) system. The limitations encountered are not country-specific; the two most significant were indicators lacking sufficient specificity, and difficulty attributing certain results to REACH activities.

Key Findings

6. The conclusions outlined below are presented according to key evaluation questions.

Evaluation Question 1 — Performance at the country level

7. Strong consistency has been observed between the Country Implementation Plan (CIP) and the Annual Work Plans (AWPs); nearly all CIP activities have been applied to AWPs. However, facilitators have readily made necessary modifications (the addition of new activities, rewording, etc.) to better respond to context-specific needs. REACH has focused on analytical tools and policy and planning documents to support reflection on the multi-sectoral approach and consolidate an appropriate framework. REACH has also dedicated much time to facilitation activities, networking, etc. which are not measurable, but which have played a decisive role in obtaining the outcomes presented in the following paragraph.

8. Concerning outcome 1, all planned exploratory analyses were carried out with the personal involvement of facilitators. The preliminary results were presented to the *Direction de la Nutrition* (DN, Directorate of Nutrition) and focal points for commentary and technical validation. Certain outputs like *La Stratégie de Communication et de Plaidoyer Nationale* (SCPN, National Advocacy and Communication Strategy) underwent validation 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 distribution of tools through the CNCN and *Partenaires Techniques et Financiers/Nutrition* (PTF/Nutrition, Technical and Financial Partners/Nutrition). Concerning outcome 2, all planned activities have been carried out or are being carried out: nutrition is included in the 2016 *Plan National de Développement Economique et Social* (PNDES, National Economic and Social Development Plan) and the United Nations Development Assistance Framework (UNDAF); the *Plan National de Nutrition* (PNN, National Nutrition Policy) and the Common Results Framework (CRF) have been revised; the *Plan Stratégique Multisectoriel de Nutrition* (PSMN, Multi-Sectoral Nutrition Plan) has been created. Policy and strategy documents have been validated by the CNCN, but not yet approved by the government. The decision to develop national policies lies with the government and the documents created are the result of efforts on behalf of all stakeholders, but REACH's contribution (technical, financial, facilitation) was decisive and very much appreciated. Performance for outcome 3 is impacted by the PSMN coordination structure, which is taking a long time to implement, despite appeals from agencies and REACH. However, it is important to recognize the positive national dynamic in favour of nutrition, which is spearheaded by very active coordination mechanisms such as PTF and SUN networks, in particular civil society. Concerning outcome 4, a monitoring system capable of generating and analysing data from a multi-sectoral perspective is not yet in place. However, the UNN functions at the instigation of REACH, which handles the secretariat; monthly meetings with the technical group are consistently held and the common agenda has just been signed. A joint programme on nutrition based on the PSMN has not yet been established, but the

common agenda is nevertheless an important tool to strengthen the agencies' "harmonized efforts".

9. **Efficiency.** Budget implementation rates (2014–2016) for activities within the four outcomes vary: 59 percent (Outcome 1), 51 percent (Outcome 2), 17 percent (Outcome 3), 5 percent (Outcome 4). Several reasons can be cited: efficient management of the mapping exercise; merging activities initially planned separately; high-budget activities not yet carried out (capacity gap analysis); partner contributions, etc. The situation could change by the end of 2017; activities with elevated budgets are planned (resource mobilization workshop, capacity gap analysis, etc.).
10. **Equity.** Four actions were planned in the CIP (integration of gender into policies/sectoral plans; indicators broken down by sex; advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender-sensitive messages to be disseminated by the different partners/channels). Other than the gender indicator included in the Multi-Sectoral Nutrition Overview and the Situation Analysis Dashboard, no other REACH action regarding gender has been noted.

Evaluation Question 2 — Contributing Factors

11. Factors affecting REACH's 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 the UNN/REACH Secretariat. Facilitators are integrated into existing structures (DN, PTF/Nutrition, etc.) and have endeavoured to respond to stakeholder expectations, enabling the establishment of a climate of trust favourable to REACH. Facilitators were able to rely on the support of the UNN/REACH Secretariat and felt more at ease in carrying out their functions.

Evaluation Question 3 — Sustainability

12. Tools have been appreciated, but national ownership was more readily apparent in the Policy and Plan Overview, which is a factor of sustainability. However, no tools have been the subject of skills transfer. The sustainability of REACH functions seems compromised; agency focal point TOR are tied to agency mandates and respond more to donor interests. No solution has been found to anchor the national facilitator within the government.

Overall Conclusions

13. REACH performance varies according to outcomes. It is higher on outputs which fall under REACH control (stocktaking exercises) than on those outputs 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. Stocktaking exercises were carried out at an opportune time and served to develop policies and strategies, and according to reports, they contributed to increased awareness of the nutrition situation among stakeholders. Nutrition is considered a national priority (PNDES 2016-2020) and the PNN and the PSMN have been created and validated. However, the reference framework could be more solid if these documents were approved by the government, which is not yet the case. Despite concerted efforts by stakeholders and REACH, human and institutional capacity, and coordination and monitoring mechanisms remain challenges. The CNCN operates like a coordination mechanism; coordinating the implementation of the multi-sectoral approach is undertaken by the DN, which has a

disadvantage due to its administrative position, and the technical secretariat attached to the Ministry of Health is taking time to establish. Sectoral focal points 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. Existing monitoring systems are sectoral and do not allow for multi-sectoral data analysis. Progress has been made to implement a multi-stakeholder platform, and SUN Networks have been created or are in the process of being formalized. The UNN is operational and the UN Nutrition Agenda has been signed.

14. Concerning equity, actions formulated in the CIP were not included in the initial CIP action plan, nor in the AWPs, which compromised their implementation from the outset.
15. Tools are appreciated and ownership has been observed for tools like the Policy and Plan Overview, but their sustainability is limited by the absence of skills transfer. The sustainability of REACH functions is not guaranteed, for lack of a consensual solution to anchor the national facilitator.

Recommendations

16. **R 1 — Strengthen governance elements in TOR of UNN nutrition focal points**

Agency nutrition focal points 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
- Deadline: First quarter 2018

17. **R 2 — Support countries to better formalize the designation of sectoral focal points**

REACH could develop generic TOR to be adapted for each country so that designated sectoral focal points respond to the profile and receive the necessary training/orientation to carry out their responsibilities.

- Responsibility: UNN/REACH Secretariat
- Deadline: First quarter 2018

18. **R3 — Establish a website for countries that have benefited from REACH where they could request advice remotely and receive information or get help doing so**

REACH is not present long enough in-country for the country to master analytical tools and have a high-performing nutrition management mechanism. The website would allow REACH to continue its support role and strengthen capacities remotely using new technologies.

- Responsibility: UNN/REACH Secretariat
- Deadline: First quarter 2018

19. **R4 — Strengthen gender awareness within REACH**

To strengthen gender awareness, REACH should ensure that gender actions appear in the initial action plan; include a gender indicator/component in more tools; integrate a gender indicator within the REACH M&E system.

- Responsibility: UNN/REACH Secretariat

- Deadline: First quarter 2018

20. **R5 — 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
- Deadline: before December 2017

1. Introduction

1.1. Evaluation characteristics

Overview of the evaluation subject

1. Renewed Efforts against Child Hunger and undernutrition (REACH) is an inter-agency initiative established by four UN partner agencies—the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the World Health Organization (WHO)—in 2008 to strengthen nutrition governance. The International Fund for Agricultural Development later joined as an adviser. Initiating partners signed a Memorandum of Understanding (MOU) in December 2011 and REACH was fully operational by 2012.
2. In supporting government-led nutrition governance efforts, REACH uses a set of analytical tools and resource materials and tailored support (facilitation, coaching, mobilization) to attain the following four outcomes: 1) increased awareness and consensus among stakeholders of the nutrition situation and the best strategies and priorities for improvement; 2) strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach; 3) increased human and institutional capacity on nutrition actions at all levels; 4) increased stakeholder effectiveness and accountability in implementing and supporting nutrition actions. Since 2016, "Joint UN Effectiveness", one of the outputs under outcome 4, became a separate fifth outcome "Harmonized and coordinated UN efforts" in alignment with the UNN Strategy.
3. In 2011, Global Affairs Canada (GAC) provided funding to REACH in eight "generation 1" countries (Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania), and in 2014, to four additional "generation 2" countries (Burkina Faso, Haiti, Myanmar and Senegal) and further funding to Mali. The present evaluation concerns these five countries. It is undertaken as per agreement of UNN/REACH Secretariat with GAC.
4. Its main objectives are: 1) accountability—assess and report on the performance and results of REACH; and 2) learning—determine the reasons why certain results occurred or not, draw lessons and derive good practices. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
5. Main stakeholders and users of the Burkina Faso evaluation are: the UNN/REACH Secretariat; REACH facilitators; the REACH Country Committee, made up of country-based heads of partner agencies (WFP, UNICEF, WHO, FAO); UN agencies nutrition focal points; the SUN government focal point; the Ministry of Health; the Ministry of Water and Sanitation; the Ministry of Basic Education and Literacy; *Secrétariat Exécutif du 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 Cooperation; *Réseau de la Société Civile pour la Nutrition* (RESONUT, Civil Society SUN Network); *Réseau des Acteurs Privés pour la Nutrition* (RAPNUT, Private Sector SUN Network); parliamentarians; and donors. The UNN/REACH Secretariat and its United Nations partner agencies will use these evaluation findings to inform REACH's operational and strategic decision-making. The lessons learned will be used to improve current and future programmes.

Evaluation methodology

6. The evaluation focuses on three criteria: effectiveness, efficiency and sustainability (Terms of Reference: TOR in Annex 1). It addresses three key questions 1) performance at the country level (effectiveness, efficiency and sustainability; 2) contributing/explanatory factors explaining the results; and 3) sustainability. An evaluation matrix (Annex 2) has been prepared; for each evaluation question, it provides sub-questions, measures and indicators, data sources and approaches to data collection.

7. The visit to Burkina Faso, carried out by the regional consultant, took place from June 28 to July 6 (Evaluation Schedule: Annex 3). Primary qualitative data were collected through semi-structured interviews with REACH stakeholders (List of People Interviewed: Annex 4 and Data Collection Tools: Annex 5). These were triangulated with secondary data retrieved from documents (e.g., mission reports) and the REACH monitoring and evaluation (M&E) system (Bibliography: Annex 6). A debriefing with people interviewed and the UNN/REACH Secretariat was organized by teleconference on July 6 to obtain feedback on preliminary findings.

8. No major limitations were observed in the country, and those encountered are not country-specific. They are: 1) some indicators are weak in terms of relevance and specificity—for example, a quantitative indicator is used to measure a qualitative result for outcome 1; 2) difficulty attributing certain findings to REACH, particularly when REACH support takes the form of facilitation rather than service provider, and the fact that benchmarks are not under REACH control; 3) reliability of information due to a lack of flexibility within the baseline/endline template (for instance entering "not applicable" is not proposed as an option): all indicators are filled out even though the initially planned activity or deliverable was not retained or was done without REACH contribution; 4) data availability for outcome 3, which is obtained through nationwide surveys or national information systems that are beyond REACH control; furthermore, REACH timelines are too short to produce changes in coverage or behaviour.

1.2. Country-specific context

9. This sub-chapter gives a brief overview of the socio-political context and the nutrition governance situation prior to REACH activities. Information on governance is based on information retrieved from the CIP, mission reports and interviews. They are presented in the following paragraphs according to the four REACH outcomes.

Key Indicators	
Human Development Index (2014)	181 of 187
Global Hunger Index (2014)	19.9 (alarming)
Gender Inequality Index (2015)	146 of 188
Female literacy (2014)	58%

Source: PNUD; IFPRI

10. Over the last decade, Burkina Faso has recorded sustained average economic growth of 6 percent; the poverty rate has decreased, but remains high: 46 percent (2009), 40.1 percent in 2014. [1] The food and nutrition situation remains concerning. [2] Food insecurity is present in the Plateau (43 percent), Centre Sud (36 percent) and Centre-Ouest (33 percent) regions, and in the Sahel, where 65 percent of households are at risk of food insecurity. Malnutrition has decreased, but rates remain near critical thresholds as defined by WHO: 35.1 percent (2009) and 31.5 percent (2013) for chronic malnutrition; 11.3 percent (2009) and 8.2 percent (2013) for Global Acute

[1] http://databank.worldbank.org
[2] WFP, 2014, Burkina Faso — AGVSAN, July 2014

Malnutrition. Regarding gender, inequalities persist. For example, women represented 24.2 percent of the public and private sector workforce in 2015, and for elected positions, women represented only 18.9 percent of the legislature in 2012-2014.[3]

11. **Outcome 1 — Increased awareness and consensus.** Burkina Faso has made a number of achievements: data on the nutrition situation is regularly provided through Standardized Monitoring and Assessment of Relief and Transition (SMART) surveys which have been carried out annually since the Sahel pastoral (2009-2010) and food (2011-2012) crises; a list of 45 Core Nutrition Actions (CNAs) has been established; the study "The Cost of Hunger" is being finalized. However, stocktaking exercises to enrich analysis and better understand the multi-sectoral dimension were useful.

12. **Outcome 2 — Strengthened national policies and programmes.** Nutrition is clearly included in axis 2 of the United Nations Development Assistance Framework (UNDAF) (2011-2015) and less so in the *Stratégie de Croissance Accélérée et de Développement* Durable (Strategy for Accelerated Growth and Sustainable Development) (2011-2015). The *Plan National de Nutrition* (PNN, National Nutrition Policy), included in the *Plan Stratégique Multisectoriel de Nutrition* (PSMN, Multi-Sectoral Nutrition Plan) (2010-2015), is strongly health-oriented. Because of this, the Africa Nutrition Security Partnership (ANSP) and UNICEF began heavily advocating for the multi-sectoral approach and organized a national workshop in 2014, which laid the foundation for its implementation.

13. **Outcome 3 — Increased human and institutional capacity.** The country has several institutions that address nutrition, including the *Conseil National de Sécurité Alimentaire* (CNSA, National Food Security Council) and the *Conseil National de Concertation en Nutrition* (CNCN, National Council for Nutrition Coordination). The latter was created in 2008 and oversees coordination, but according to people interviewed and the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis carried out by the ANSP and UNICEF, its capacities are weak and integration is insufficient to manage a multi-sectoral approach. The SUN Civil Society network held its constituent assembly in 2014, and the *Partenaires Techniques et Financiers* (PTF, Technical and Financial Partners)group must be mentioned, as it is very active and unites all nutrition stakeholders.

14. **Outcome 4 — Increased effectiveness and accountability.** Several monitoring systems are in place: surveys (SMART, MICS, SAP, food security, etc.), validated by the National Institute of Statistics and Demography; and sectoral information systems (National Health Information System, Ministry of Agriculture and Food Security Harmonized Framework). However, this remains insufficient for decision making with a multi-sectoral approach.

1.3. REACH in Burkina Faso

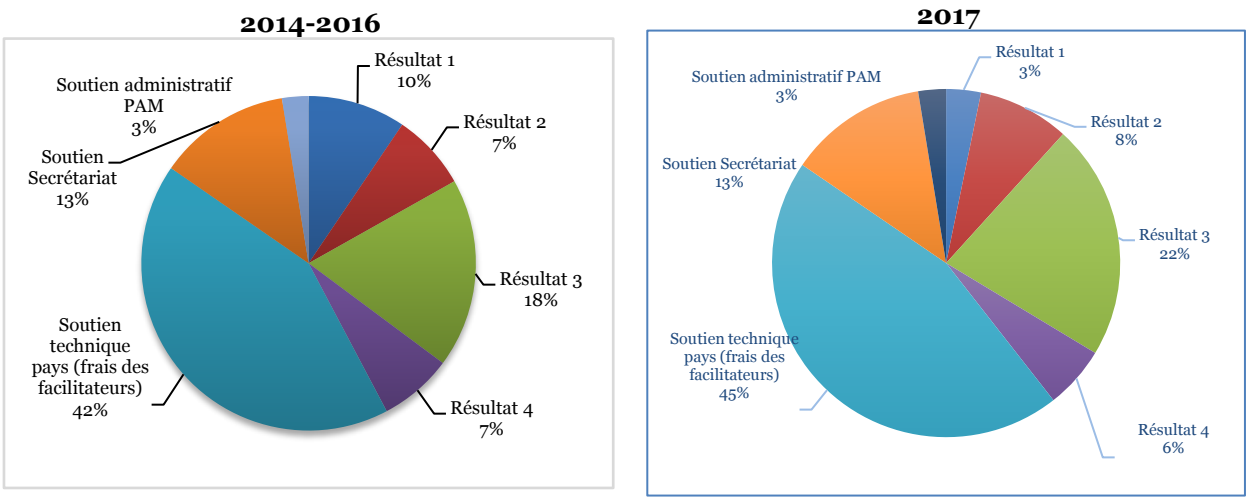
15. In May 2014, the UNN/REACH Secretariat undertook an exploratory mission in Burkina Faso to examine nutrition governance using data gathered through document review, SWOT analysis and interviews with stakeholders. A second mission was carried out in July 2014 to follow up and make proposals for REACH's anchorage in the country according to different terms and conditions: administrative hosting by WFP; operational hosting at the level of the Resident Coordinator Office; and government entry points provided by all coordination mechanisms. The international facilitator started in December 2014 and the national facilitator in April 2015. REACH's

[3] http://www.un-page.org/files/public/pndes_2016-2020-4.pdf

engagement in the country terminates end of December 2017; a request for an extension was made.

16. The initial REACH budget was USD 845,833 for 2014-2016. In 2016, GAC approved an extension until December 31, 2017. A total of USD 388,000 was allocated for 2017 (balance as of December 31, 2016 USD 298,334 left over from the initial three-year budget, in addition to remaining funds intended for generation 1 countries).

Figure 1: Planned budget



Source: REACH Budget CIP Burkina Faso Final Excel Sheet and Copy of PA REACH 2017VF

2. Evaluation Findings

Overview of completed activities, output and results

17. There is strong alignment between the CIP and the Annual Work Plans (AWPs). Except for activity 1.3.1, "Facilitate the integration of recommendations from 'The Cost of Hunger' study, including in the communication plan", all CIP activities have been reaffirmed (Table: CIP Planned Outcomes, Outputs and Activity Categories versus AWP in Annex 7). However, facilitators have readily made context-relevant modifications, for example: 1) the addition of new unplanned activities (resource mobilization workshop, advocacy workshop for the new government); 2) content changes (facilitation of targeting by intervention replaced by the dialogue workshop for the scale up of the Common Results Framework-CRF); 3) activity break-down (support for CNA integration/implementation in regional development plans broken down into three activities: sharing stocktaking exercises, consultation on the integration process and development of a guide for integrating CNAs into plans).

2.1. Evaluation Question 1 — What are REACH results?

Effectiveness

18. The results are presented according to the four REACH outcomes. For each outcome, findings on outputs are followed by an assessment of progress towards the outcome based on the REACH M&E system together with stakeholder views. Effectiveness is analysed based on progress made toward achieving the fifteen quantifiable expected REACH outputs. However, it must be stressed that facilitators dedicated much time and effort to facilitation, networking, and motivation to create favourable conditions for achieving results. These REACH actions are more or less apparent in the following paragraphs, but specific attention must be drawn to them because they are not easily measured.

Outcome 1

19. ***Output 1.1 Multi-sector and multi-stakeholder stocktaking.*** All planned deliverables were achieved. The first analysis for the Multi-Sectoral Nutrition Overview, (including trends and causal analysis), was carried out in 2014 by the UNN/REACH Secretariat using data from the 2010 Demographic and Health Survey. Since 2015, facilitators have made annual updates after each SMART survey publication. The preliminary findings of the analysis are presented to the agency nutrition focal points for feedback, then to the UNN/REACH Secretariat for counter-verification. A condensed version was prepared for the *Direction de la Nutrition* (DN, Directorate of Nutrition) and for meetings with the CNCN and PTF/Nutrition. Situation Analysis Dashboards have also been created for the 13 regions and illustrate 2009 to 2016 trends. The analysis process was not participatory, but people interviewed found the documents very useful. They provided contextual analysis for policy and programme document development.

20. For stakeholder and nutrition action mapping, facilitators called upon a consultant, a former REACH facilitator who had experience with mapping in Niger, to share experiences. This enabled them to clearly understand the challenges inherent in the exercise and inspired personal engagement. The facilitators met with the DN to present their objectives and the mapping development process, and to request that a committee be established to lead the exercise. The resulting committee included two facilitators and three government representatives (DN, Ministry of Agriculture and Food Security

and the Statistical Division), all of whom were trained on the tool by the UNN/REACH Secretariat. The meticulous preliminary work carried out included: developing a questionnaire and analysis plan; reviewing the CNA list; meeting with agency focal points to gain shared understanding of target definitions for each CNA and consensus on the level of geographic disaggregation; identifying stakeholders based on a list provided by the Office for the Coordination of Humanitarian Affairs and NGOs that work with the agencies; classifying NGOs (local, international, consortium); and interviewing stakeholders who must fill out the questionnaire, to avoid persistent errors in interpretation. An additional precaution was taken by the national facilitator to encode the questionnaires in order to correct repetitions, especially for the consortium NGOs. Following this work, facilitators who did not yet master the analytical component requested help from the UNN/REACH Secretariat to improve their understanding, and those who had not mastered map creation sought the help of a national consultant to better understand the mapping exercise. The preliminary findings were first presented to the different focal points (SUN, sectoral and agencies), then a validation workshop was organized in July 2015. A hard copy version was created to facilitate exchange. Mapping is considered a tool for knowledge and awareness; the people interviewed say they have been enlightened on the diversity of stakeholders that contribute to their sector. According to information collected, the mapping results also contributed to developing the PSMN.

21. ***Policy and Plan Overview.*** The UNN/REACH Secretariat provided facilitators with an intern and ensured this person's technical supervision. Facilitators were involved in this exercise: they gathered documents and supervised the intern through weekly monitoring, in addition to Skype discussions with the UNN/REACH Secretariat, in which they participated. The facilitators then analysed preliminary findings and made the following two changes: introduction of explicative data to a purely descriptive analysis; and enlargement of the analysis to include the planning framework for increased awareness of nutrition in programme planning. In December 2016, the document was presented to the CNCN, which recommended that this tool inform community planning and NGO programmes. To this end, consensus on the process of integrating nutrition into community/regional plans was undertaken and the development of a guide for integrating nutrition into community/regional plans is planned.

22. ***Output 1.2 Consensus on CNAs.*** In 2014, a list of 45 CNAs was established, with the support of ANSP/UNICEF. During the mapping exercise in 2015, REACH facilitated a review of this list, deemed ambitious, using a participatory process that brought together stakeholders from government, NGOs and the UN. The list was reduced to 27 CNAs, selected on the criteria of proven nutritional impact and feasibility. In addition, some wording was corrected.

23. ***Output 1.3 Cost-Benefit Analysis.*** The study "The Cost of Hunger in Burkina Faso" was undertaken by WFP in 2014 and launched in 2015. The document's proposed recommendations (establish a multi-sectoral policy; strengthen stakeholder coordination, etc.), correspond to REACH objectives. Thus, the activities initially planned in the CIP to "Facilitate the integration of the 'The Cost of Hunger' study recommendations into the communication plan" became obsolete. However, facilitators supported the study's dissemination. The document was used in advocacy activities, notably the meeting with parliamentarians.

24. ***Output 1.4 National advocacy and communication***. The *Stratégie de Communication et de Plaidoyer Nationale* (SCPN, National Advocacy and Communication Strategy) was developed in 2016, with the support of a consultant, who used the following process: meet with sectors to collect data; develop a first version submitted to the DN for review by an ad hoc committee; carry out a second consultation with sectors to identify areas of collaboration between sectors and establish annual communication plans; develop a second version for committee review (they decided to shorten the document, which was deemed too long, and strengthened the connection with the PSMN). Through this consultative process, the level of appropriation among people interviewed was high. The document was validated during the national workshop in April 2017.

25. *Progress achieved on outcome 1 —* ***Increased awareness and consensus.*** The monitoring data, confirmed through interviews, indicates that the target number of stakeholders involved in nutrition has been attained as planned, and that there is an upward trend among donors and UN agencies. Qualitatively speaking, facts attesting to an increased awareness were observed. For example, sectors recognize that they had previously been leading nutrition sensitive actions without realizing it; now, they have a better understanding of the connection between these sensitive interventions and nutrition. The new Canadian cooperation team says they have included nutrition in their reproductive health project following advocacy by a RESONUT stakeholder.

Table 1: Progress in outcome 1

Stakeholder group	Baseline	Endline	Trend	Target	Comment as per REACH endline data analysis
NGOs	100%	100%	→	80%	Baseline: the largest NGOs (HKI, ACF, CRS, GRET and Save the Children) support nutrition actions. Endline: CRS replaced by MDM.
Donors	60%	100%	↗	80%	Baseline: the largest donors World Bank, ECHO, Canada, USAID, Japan. The first three support nutrition. Endline: all five donors support nutrition.
Government Ministries	100%	100%	→	80%	Baseline: Agriculture, food security, water and sanitation; Health; Education; Ministry of Social Action and National Solidarity; Commerce. Endline: The first ministry has been divided in two, Commerce is no longer on the list.
UN Agencies	80%	100%	↗	80%	Baseline: UNICEF, FAO, WHO and WFP active and UNFPA not active on nutrition. Endline: all five agencies support nutrition.

Source: REACH ME and Endline Burkina Faso

Outcome 2

26. ***Output 2.1 Integration of nutrition in government strategies and UNDAF.*** The UNDAF (2018-2020) is currently being developed, and facilitators have seized every opportunity to advocate for nutrition. For example, they participated in training on planning and formulating the UNDAF, and attended the strategic retreat to analyse context and determine priorities. In 2016, the government developed its *Plan National de Développement Economique et Social* (PNDES, National Economic and Social Development Plan), which became the national reference document. The integration of nutrition into this document was a team effort undertaken by the DN, RESONUT, PTF and REACH. They drafted proposals and led many lobbying activities with the writing team. Nutrition is positioned in the PNDES and has been given an impact indicator (chronic malnutrition) and a coverage indicator (community management of acute malnutrition). Also of note is the budget line item regarding nutrition inputs that was included in the budget thanks to the support of a team from the Ministry of Economy and Finance and the power of dialogue of the European Union, which approved the

addition of this item to its budgetary support. The integration of nutrition into sectoral policies is a long-term process and will happen when revisions are carried out. But an example was observed in 2017: REACH participated in revising the *Politique Nationale de Sécurité Alimentaire et Nutritionnelle* (PNSAN, National Food and Nutrition Security Policy) to ensure that a connection between the PNN and the PNSAN be established.

27. ***Outcome 2.2 Review/update of multi-sector national nutrition policy/strategy/action plan.*** The review of the PNN and the CRF, and the development of the PSMN were carried out under the DN's leadership. The DN established a PNN working group to review the 2007 version of the policy and strengthen the multi-sectoral component. REACH participated in the working group and ensured that documentation was made available (policy/strategy of other countries, stocktaking, etc.). For the review of the initial CRF in 2014, several mini-workshops were organized to better account for key sectors. The CRF is a consensual document that was validated in 2016 by all stakeholders. The PSMN was developed by a consultant who had worked with the technical group, which was established by the DN. Several sessions were held with REACH facilitators and members of the technical group who supported preparations for work sessions; shared the stocktaking exercises to guide document development; shared best practices; and ensured consideration of international and national recommendations. The technical component of the PSMN was validated in 2017 by all sectors, under the leadership of the General Secretary of the Ministry of Health. Costing was undertaken by the World Bank and UNICEF, and is being finalized. The two documents, the PNN and PSMN, have not yet been approved by the government.

28. ***Output 2.3 CNA uptake in sectoral annual work plans.*** The 2017 annual work plan for the DN is based on the CRF, but the other sectors have not begun to proceed in the same way.

29. ***Output 2.4 Sub-national CNA Uptake.*** REACH presented an analysis of the 2016 *Plans communaux de développement* (PCD, Community Development Plans) during a meeting of the CNCN, indicating that the PCD mentioned nutrition objectives, but not nutrition activities. Subsequently, in 2017, the DN, supported by REACH, organized a national workshop to reflect on integrating nutrition into the PCD. The following recommendations were made: increase awareness among local elected officials; make simplified booklets available; identify and involve local partners in the planning process; organize trainings; mobilize community resources.

30. *Progress achieved on outcome 2 — **Strengthened national policies and programmes***. According to the indicators, outcome 2 has been achieved in Burkina Faso: the PNN and PSMN have been developed and validated. The decision to develop these two documents rests with the government, and all stakeholders have contributed. However, the people interviewed recognize that REACH played a decisive role, providing technical and financial support, and facilitating the process by motivating stakeholders to respect timeframes.

Outcome 3

31. ***Output 3.1 Management of implementation capacity by the coordination mechanisms.*** REACH supported all activities related to negotiation, consensus-seeking, etc. that were undertaken to create a multi-sectoral coordination structure integrated at the highest level, but no consensus was reached. The alternative solution is to create a technical secretariat associated with the Ministry of Health; this solution

has faced delays. REACH's support for the establishment of the SUN Network was more successful. Several knowledge and awareness actions were undertaken, such as mini-workshops with academics supported by WHO and the advocacy workshop targeting parliamentarians. Certain networks are in place: Civil Society (2014), Parliamentarian (2016) and United Nations (2016), and they are operational. The Business Network (2016) is being formalized, and the Donor and Academic networks are being created. The following are examples of their activities: the Civil Society Network has carried out various studies (accountability, nutrition funding, etc.) and contributed to launching the Parliamentarian Network; the Parliamentarian Network supports advocacy for the integration of nutrition into the budget.

32. ***Output 3.2 Human capital allocated and institutions in place for nutrition scale-up.*** The sectoral ministry focal points have been designated and involved in various activities (mapping exercises, developing policy documents, etc.). However, they unanimously recognize difficulties encountered within their ministries in establishing dialogue and creating an environment favourable to nutrition.

33. ***Output 3.3 Governance, management and nutrition-related training strengthened at all levels.*** The planned activities to strengthen capacity have not begun either for the coordination framework or at the community level, and the training manuals on the multi-sectoral approach have not yet been produced.

34. ***Output 3.4 Knowledge-sharing network.*** REACH has been very active in activities related to "knowledge sharing/studies/research" and "documentation and sharing of best practices with stakeholders". These are REACH's ongoing actions. The latest example is a published article on the added-value of REACH in SUN implementation and the interview with the SUN Focal Point, which appeared on the new Media Hub site of the Emergency Nutrition Network. Other activities include: facilitators participating in annual REACH and SUN meetings; supporting the SUN joint self-assessment workshop; and facilitating an inter-country exchange between parliamentarian networks in Chad and Burkina Faso. In particular, the Burkina Faso parliamentarians learned about the role their colleagues in Chad played in scaling up nutrition interventions, and organizing the parliamentarian workshop and the National Nutrition Forum in 2015.

35. *Progress achieved on outcome 3 —* ***Increased human and institutional capacity for multi-sectoral nutrition governance at all levels.*** According to the evaluation matrix, outcome 3 has been achieved. However, it must be noted that coordination capacities are still very weak. Everyone acknowledges that the CNCN in its current form is not capable of coordinating the implementation of the PSMN. As previously mentioned regarding the technical secretariat, REACH and the agencies have invested much effort in advocating for its creation, but this decision rests with the Ministry of Health.

Outcome 4

36. ***Output 4.1 Multi-sectoral M&E system and processes in place.*** Planned activities (PSMN M&E framework, integration of indicators into sectoral M&E systems, strengthening the capacity of the coordination body) could not be carried out. REACH efforts focused on developing the PSMN, which was validated in 2017. Discussions about the PSMN monitoring system have begun, and changes will come following the EU's recent proposal to implement a National Information Platform for Nutrition.

37. ***Output 4.2 Results disseminated to relevant stakeholders.*** Dashboards have been created and are updated periodically at the national level and for the 13 regions (see output 1.1). However, the performance review of the implementation of the multi-sectoral approach has not been carried out; only the Ministry of Health had developed an AWP in 2017 related to the CRF.

38. ***Output 4.3 Nutrition as a key area for "UN delivering as One" established.*** The UN Network for SUN was formalized in 2016. To render it more operational, REACH undertook a series of activities: organizing the first meeting with agencies to review objectives, composition and the role of the Chair; supporting the development of a work plan and organizing monthly monitoring meetings; carrying out the inventory of UN nutrition actions for agencies in 2016; interviewing agency nutrition focal points on nutrition governance; holding a strategic workshop with the support of the UNN/REACH Secretariat to achieve consensus and propose a common agenda; meeting with the UN Country Team to verify the links between the agenda and nutrition objectives defined in government positioning documents. The final version has been validated.

39. The network does not have a joint nutrition programme inspired by the PSMN. However, two MOUs between several UN agencies have been implemented: Accelerating Nutrition Improvements 2013-2016 (WHO, UNICEF, WFP) in three regions to strengthen nutrition surveillance; and Child Friendly Quality School (2014 to 2017) (UNICEF, WFP and FAO), in the Sahel region. Signing the common agenda was an important step towards harmonizing the efforts of partner agencies.

40. *Progress achieved on outcome 4 —* ***Mechanisms to track impact, implementation and funding established.*** Different impact monitoring systems are in place (SMART, SAP, etc.) and sectoral ministries have their own information system (health information system/Ministry of Health Database, Food Security Information System, etc.). However, a system with a multi-sectoral approach and a system to track PSMN funding has yet to be developed.

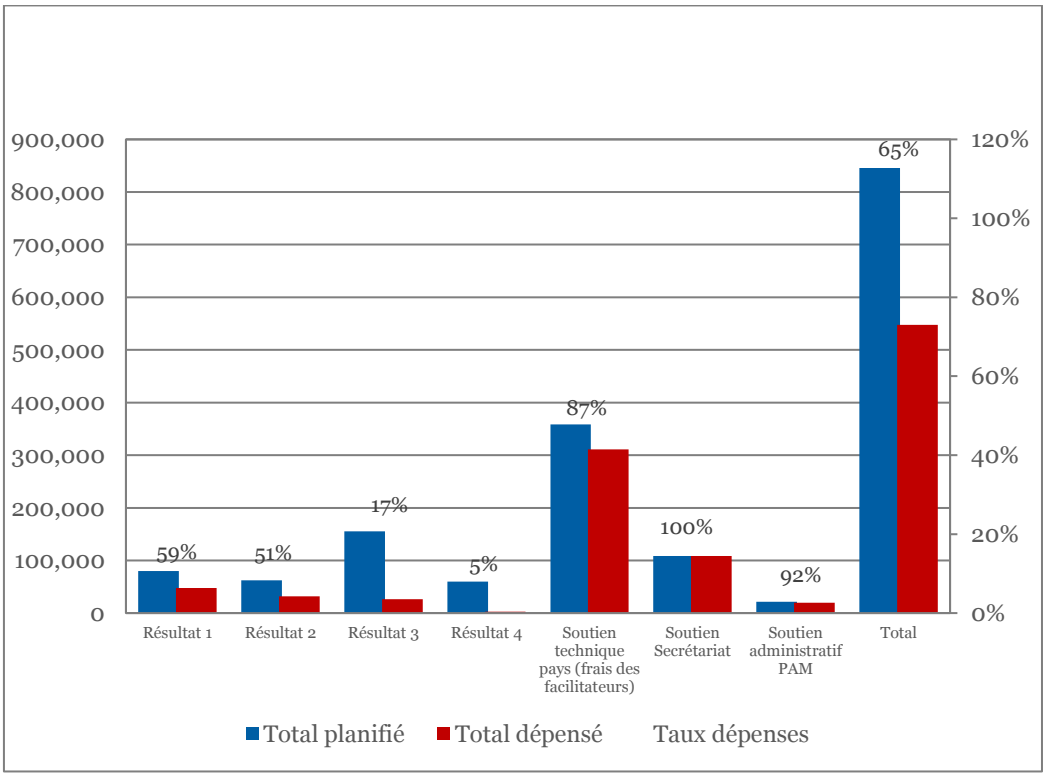
Efficiency

41. **Planned/mobilized resources compared to utilized resources.** Overall, budgetary implementation rates (2014 to 2016) for the four outcomes are low (Figure 2: CIP planned budget versus implemented budget 2014-2016). Several reasons can be cited. First, efficient management of the mapping exercise reduced respective expenses by 57 percent. Facilitators were personally involved in the exercise, which reduced the number of paid consultant days. Secondly, some planning was overly optimistic: activity 3.1—capacity gap analysis—depends on the coordination structure, which is difficult to implement, and activity 4.1—M&E system—depends on finalizing the PSMN, which is a long process; these outputs have the highest budget allocations (USD 70,000 and USD 40,000) and, for lack of time, were not carried out. Thirdly, budgets were overestimated for activities like integrating nutrition into national reference documents and the UNDAF. Fourthly, contributions from other actors also contributed to economizing resources: WHO contributed to CRF mini-workshops and the establishment of business and academic networks; UNICEF provides constant financial and technical support, and specifically contributed to the PSMN budgeting exercise; FAO brought in a consultant for the mapping exercise; as host agency, WFP provides continuous support in numerous forms.

42. The budget implementation situation has changed little as of June 2017. The expected rate of budget implementation in 2017 is 18 percent. The situation could change by the end of 2017, as activities with elevated budgets are planned (resource mobilization workshop, capacity gap analysis, etc.).

43. Regarding **compliance of expenditures with approved budget plans and timeliness of funds requisition and release,** no difficulties were observed.

Figure 2: Planned budget versus implemented resources 2014-2016



Source: REACH Budget CIP Burkina Faso Final Excel Sheet and REACH Burkina Faso - Expenditures tracking_270317

Equity

44. The first planned action related to gender in the CIP consists of "supporting 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". The data collected does not provide proof of any action led by REACH on this issue. The Policy and Plan Overview could have served to understand the degree of women's empowerment in policies, and to identify opportunities for support, but this analysis was not carried out.

45. The second planned action regarding gender pertains to "gathering indicators broken down by sex and data analysed with a gender perspective". The Situation Analysis Dashboard has a gender indicator, but in the M&E table, coverage indicator 3.A has not been broken down by sex, though data is available in the Department of Health and Sanitation and SMART surveys.

46. The last two planned actions in the CIP are as follows: "strengthen the capacities of women's organizations and advocate for women to be represented in the different

coordination mechanisms at all levels" and "ensure that messages disseminated by the different partners/channels at all levels are gender-sensitive". For these issues, no tangible REACH action has been identified; furthermore, these activities seem premature.

Key Findings – Question 1 Performance

Effectiveness

- Despite the relevance of activities initially included in the CIP, almost all of which are included in the AWPs, there is still a need to make changes to better adapt to the context.
- All stocktaking analyses were carried out and facilitators were personally involved in certain analyses. This explains savings made on stakeholder and nutrition action mapping, and innovations made to the Policy and Plan Overview, which has become a more analytical tool.
- Tools underwent technical validation (DN, focal points), followed, where necessary, by national validation under the supervision of the CNCN (PSMN, SCPN).
- There is a national dynamic in favour of nutrition, illustrated by the combined efforts of stakeholders to integrate nutrition into the PNDES and the creation of a budget line item for nutrition inputs in the Ministry of Health budget.
- Through REACH, all SUN Networks have been established, but they are not at the same level. Some (Civil Society, UN, Parliamentarian) are functional, while others are being formalized (Business) and others are being created (Academic, Donor). Multi-stakeholder exchanges have already been observed: Civil Society contributed to advocacy for the establishment of the Parliamentarian network. The UN Network Agenda, an import step towards harmonizing the efforts of partner agencies, has been validated.
- The establishment of a structure with the human and institutional capacity required to coordinate the implementation of the PSMN remains the biggest challenge and exceeds REACH's expertise.
- The DN undertook discussions with partners about developing the PSMN M&E system. The EU's proposal offers possibilities for an even more efficient system.

Efficiency

- Low implementation rate (2014-2016) for the four outcomes and for diverse reasons (budget savings, cost sharing with other partners, planning of activities difficult to complete under agreed-upon timelines, etc.). The situation remains unchanged in 2017; rates of budgetary implementation are still weak, but they could evolve by year's end.

Equity and gender

- The actions foreseen in the CIP were not planned in the AWP, which in part explains why they were not implemented.

2.2. Evaluation Question 2 — What are the explanatory/contributing factors explaining results?

Exogenous factors (political stability, policy environment, human resources in government entities, natural hazards)

47. Changes in government (two Health Ministers) delayed the signing of an order for the creation of a technical secretariat to oversee coordination of the PSMN. But overall, REACH benefited from a favourable national context: the clear stability of the DN and the open-mindedness of management created a favourable working environment; the engagement of focal points in the work of various committees for policy review, development of a strategic plan, the communication and advocacy strategy, etc. were also observed. In addition to these human resources, the country has a database

(SMART and Harmonized framework of the Ministry of Agriculture) that facilitated stocktaking exercises.

REACH governance, facilitators' hosting arrangements and funding

48. Concerning REACH governance, the following positive factors were observed:

i. planned outputs adequately aligned with national priorities. Activities planned by REACH are discussed with the DN to ensure a connection with the needs of the government. When a relevant government need is not planned in the CIP, facilitators negotiate with the UNN/REACH Secretariat for funding, or propose to present the request to other agencies. Thus, REACH was able to establish a much-appreciated trust-based relationship with the DN;

ii. substantial involvement of facilitators in implementing activities. This enabled quality tools, like mapping, to be produced and at a lower cost;

iii. facilitators' interpersonal skills. Interviews revealed that facilitators succeeded in uniting stakeholders around nutrition and motivating them to adhere to agendas;

iv. support from the UNN/REACH Secretariat. Facilitators benefited from the support of the Secretariat (UNN/REACH Secretariat Support: Annex 8); they particularly appreciated the promptness with which the Secretariat responded to their questions and were reassured to know they had a respondent to guide them in case of difficulty.

REACH partners' commitment

49. At first, REACH was misunderstood. It was viewed as a new structure for coordination or leadership, and some partners were not very cooperative. It took some time for them to better understand and agree to collaborate. Later, after trust had been established, REACH took advantage of existing dynamic platforms (PTF/Nutrition; Agriculture; Food Security). Monthly meetings with PTF/Nutrition enabled REACH to quickly gain visibility. Furthermore, partners had already begun to discuss the multi-sectoral approach; in 2014 and 2015, ANSP/UNICEF organized workshops on nutrition dialogue and multi-sectoral coordination.

Key findings — Question 2 Factors affecting performance

Factors with negative impact on activity implementation or effectiveness

- Changes in government
- Initial misunderstanding of REACH mission

Enabling Factors

- Alignment of REACH activities with national priorities
- Favourable working climate due to the DN's stability and management's open-mindedness, and the engagements of sectoral focal points
- Existence of dynamic platforms for exchanges (PTF/Nutrition; Agriculture; Food Security)
- Discussion about the multi-sectoral approach underway
- Support to REACH by host agency WFP
- Facilitators' interpersonal skills
- UNN/REACH Secretariat support

2.3. Evaluation Question 3 — To what extent are the results achieved and the REACH operational models sustainable?

Regarding achieved outcomes and REACH operational models

50. In accordance with REACH guidelines, tools were validated. First, preliminary findings were systematically presented to the PTF/Nutrition and the DN, followed by different processes to ensure validation: sectoral mini-workshops for the Policy and Plan Overview; validation workshops expanded to other sectors and decentralized stakeholders for the PSMN, stakeholder and nutrition action mapping, and the SCPN.[4]

51. A transition plan (2017) was developed, but it was established according to REACH actions that remain to be finalized and not according to the question of sustainability. For example, the document makes no mention of skills transfer with regard to stocktaking exercises such as "support sectoral focal points to update analytical tools".

52. Continuation of the national facilitator's functions within the government is hypothetical. The facilitator's anchorage was the subject of several discussions within agencies; three options were proposed: position the facilitator in the Ministry of Health (insufficiently unifying to some); at the Prime Minister level (a good strategic position but no technical counterpart); or in the CNSA, which would become the *Conseil National de Sécurité Alimentaire et Nutritionnelle* (CNSAN, National Food Security and Nutrition Council) (certain agencies would not relate to this structure). Due to a lack of consensus, agency advocacy for facilitator anchorage within the government was not undertaken.

53. Government uptake of REACH tools is apparent for the SCPN and the Policy and Plan Overview. The sectoral focal points were involved in developing the communication strategy and they say they relate to the document. For the Policy and Plan Overview, the CNCN gave instructions for the tool to inform community planning and NGO programmes. However, the skills transfer exercises were not carried out. People interviewed said they would not be able to repeat the exercises, which could limit sustainability.

54. Concerning agencies, agency focal point TOR are tied to agency mandates and respond more to donor interests, including FAO and WHO, who recruit focal points for specific projects.

REACH's contribution to increased national ownership and its leadership role in multi-sectoral nutrition governance and coordination

55. National ownership of nutrition governance begins with integrating nutrition into the national reference document and the existence of a national nutrition policy. In Burkina Faso, nutrition has been integrated into the PNDES and the PNN has been developed; REACH provided technical and financial support. Nonetheless, the PNN has not yet been approved by the government. The desired level of ownership has not yet been reached.

56. The sustainability of nutrition governance also depends on the existence of a coordinating mechanism capable of implementing the PSMN. This has not yet been achieved and remains one of the largest challenges to overcome.

[4] REACH-Facilitators-Manual_FR_MPL_Final_24102013.doc

Key Findings – Question 3 Sustainability

- Validation and dissemination of tools observed, but ownership more visible for the SCPN and the Policy and Plan Overview.
- Continuation of the national facilitator's functions within the government hypothetical, due to lack of agreement; agency advocacy for facilitator integration within the government not carried out.
- Establishment of a PSMN coordination mechanism remains one of the largest challenges to overcome.

3. Conclusions and Recommendations

3.1. Conclusions

57. **Performance.** REACH activities in Burkina Faso were dominated by the production of analytical tools intended to support reflection on the multi-sectoral approach already underway in the country, and the development of policy and programme documents to consolidate the reference framework for this multi-sectoral approach. Overall, REACH performance is higher on outputs for which it was the service provider and that fall under its control (stocktaking) than on those outputs which fall under government leadership (creation of coordination structures, monitoring system, etc.), where REACH actions were characterized more by facilitation and mobilization. It must also be noted that REACH performance was analysed using expected REACH outputs; it is difficult to highlight facilitation, mobilization and other activities that were decisive in REACH's approach and take up a large part of facilitators' time, but which are not easily measured.

58. Concerning outcome 1, stocktaking analyses were carried out at an opportune time to contribute to the development of policy and strategy documents (PNN, PSMN, PNDES, etc.). They constitute advocacy tools that contributed to raising awareness among stakeholders. An example of this is the dynamic in favour of nutrition observed among stakeholders who were involved in developing policy and strategy documents, and during the integration of the nutrition budget.

59. Concerning outcome 2, REACH worked to see nutrition integrated into national priorities (PNDES 2016-2020), and the PNN and PSMN produced. These documents have been validated, but have not yet been approved by the government.

60. Outcome 3 presents the weakest level of performance: the CNCN continues to oversee nutrition coordination, but it operates more like a consultative and technical validation framework than as a management body implementing the PSMN. The decision to create a technical secretariat to replace it is slow to be endorsed. The sectoral focal points are in place, but they do not have the necessary capacity or administrative clout to coordinate multi-sectoral interventions within their ministries. Integrating nutrition into sectoral policies and plans is one thing; leading the Ministry to be accountable for the results of the CRF to which it has committed is quite another. Sectoral focal points have significant responsibilities: they must advocate within their ministries to raise awareness among their colleagues; be able to interact with all services and departments involved in nutrition sensitive

interventions; and ensure coordination within the ministry. They have not been prepared for this new task.

61. Concerning outcome 4, existing information systems are sectoral. The EU's proposal is a great opportunity to implement a system that integrates the multi-sectoral dimension. REACH played its role as secretariat of the UN Network; the technical group holds regular monthly meetings; a joint programme specific to nutrition has not been carried out, but the UN agencies' common agenda has been signed.

62. **Equity.** Activities relevant to gender do not appear in AWPs, which compromised their implementation from the outset.

63. **Sustainability.** The positive appreciation for the stocktaking exercises is the first factor in establishing sustainability. The people interviewed confirm they have a better understanding of the nutrition situation and the challenges posed, thanks to REACH tools. However, skills transfer is lacking. Regarding the sustainability of REACH functions, the problem of anchoring the national facilitator within the government has not been resolved. Similarly, the UN focal points TOR are defined according to agency mandates and donor interests, and do not specifically mention institutional nutrition governance.

3.2. Lessons learned and good practices

64. The personal involvement of facilitators in the mapping exercise was a good initiative. They committed to ensuring meticulous preliminary work, monitoring the data collection process, and ensuring quality data entry. Controlling these steps was crucial to avoiding problems interpreting data collected during the mapping exercise.

65. Attentive facilitators who seek to respond to new implementation needs can play an important role in enriching REACH tools. The Policy Overview that became the Policy and Plan Overview has become a guiding document for planning exercises.

66. A dynamic multi-stakeholder platform enables efforts to be shared among stakeholders. For example, during the integration of nutrition into the PNDES, RESONUT supported advocacy activities, the UN Network supported proposals for insertion; donors used their negotiating power for integration of a nutrition budget line item; and the UN Network and Donors will support the organization of the partners' conference, which is currently being prepared.

3.3. Recommendations

67. Recommendation 1 — Strengthen governance elements in TOR of UNN nutrition focal points

Agency nutrition focal points 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
- Deadline: First quarter 2018

68. Recommendation 2 — Support countries to better formalize designation of sectoral focal points

Sectoral focal points are key stakeholders in the multi-sectoral approach. They are often designated without having a good understanding of their roles and responsibilities. REACH could develop generic TOR to be adapted for each country so that designated

sectoral focal points respond to the profile and receive the necessary training/orientation to carry out their responsibilities.

- Responsibility: UNN/REACH Secretariat
- Deadline: First quarter 2018

69. Recommendation 3 — Establish a website for countries that have benefited from REACH where they could request advice remotely and receive information or get help doing so

To establish nutrition governance, countries must: i) regularly conduct stocktaking exercises like those developed by REACH, in order to maintain stakeholder awareness on nutrition and gather relevant information for use in decision-making; ii) have up-to-date policy and strategy documents; iii) have human and technical capacities, and effective M&E mechanisms. REACH supports country efforts to establish the foundation for governance, but REACH is not present long enough in-country for the country to master analytical tools and have a high-performing nutrition management mechanism. The website would allow REACH to continue its support role and strengthen capacities remotely using new technologies.

- Responsibility: UNN/REACH Secretariat
- Deadline: First quarter 2018

70. Recommendation 4 — Strengthen gender awareness within REACH

To strengthen gender awareness, REACH should: i) ensure that gender actions cited in the CIP text appear in the initial CIP action plan and AWPs; 2) include a gender indicator/component in more tools, which has already been undertaken for the Multi-Sectoral Nutrition Overview and the Situation Analysis Dashboard, but remains important to add to the Policy and Plan Overview; integrate a gender indicator into the REACH M&E system.

- Responsibility: UNN/REACH Secretariat
- Deadline: First quarter 2018

71. Recommendation 5 — Continue to support 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 Burkina Faso: i) the technical secretariat will be created and the human resources needed to make it operational must be put into place relatively quickly; ii) a large project is on the horizon with the establishment of the multi-sectoral information platform, which will require the contribution of all stakeholders (sectoral ministries, agencies, PTF), and a diversity of actors (nutrition focal points, sectoral M&E staff, decentralized stakeholders, etc.). The added-value of REACH lies in the organization's capacity for facilitation and uniting stakeholders; iii) the government requested the support of REACH to produce simplified guides/tools for community-level stakeholders and assist with testing them in several communities, and identify difficulties and lessons learned. These activities are important, considering the role that communities can play in scaling up nutrition interventions.

- Responsibility: UNN/REACH Secretariat
- Deadline: before December 2017

Annexes

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

Table of Contents

1. Introduction 20

2. Reasons for the Evaluation 21

2.1. Rationale 21
2.2. Objectives 21
2.3. Stakeholders and Users 22

3. Context and subject of the Evaluation 24

3.1. Context 24
3.2. Subject of the evaluation 25

4. Evaluation Approach 27

4.1. Scope 27
4.2. Evaluation Criteria and Questions 27
4.3. Data Availability 28
4.4. Methodology 29
4.5. Quality Assurance and Quality Assessment 30

5. Phases and Deliverables 32

6. Organization of the Evaluation 33

6.1. Evaluation Conduct 33
6.2. Team composition and competencies 33
6.3. Security Considerations 34

7. Roles and Responsibilities of Stakeholders 34

8. Communication and budget 36

8.1. Communication 36
8.2. Budget 36

Annex 1 REACH Theory of Change 37

Annex 2 Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015 38

Annex 3 REACH deliverables and tools 41

Annex 4 REACH Log frame 42

Annex 5 Overview of REACH Resources and Country Budgets for Burkina Faso, Haiti, Mali, Myanmar and Senegal 43

Annex 6 Membership of the Evaluation Committee and of the Evaluation Reference Group 44

Annex 7 Evaluation Schedule 45

Annex 8 Acronyms 46

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[5] which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved[6]. 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.

[5] Please see annex 1 for the full theory of change.
[6] 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. 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 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[7] (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government[8]. 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.

[7] 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.
[8] Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

- **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.

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[9]

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.

[9] This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

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.
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 Series[10].

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,

[10] 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.

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 evaluation[11]

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.

[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.

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[12] (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 countries[13]. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011 in eight additional countries[14]. 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

[12] 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.
[13] Laos and Mauritania in 2008 followed by Sierra Leone in 2010
[14] Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

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 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[15]:

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.

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.

[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.

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.

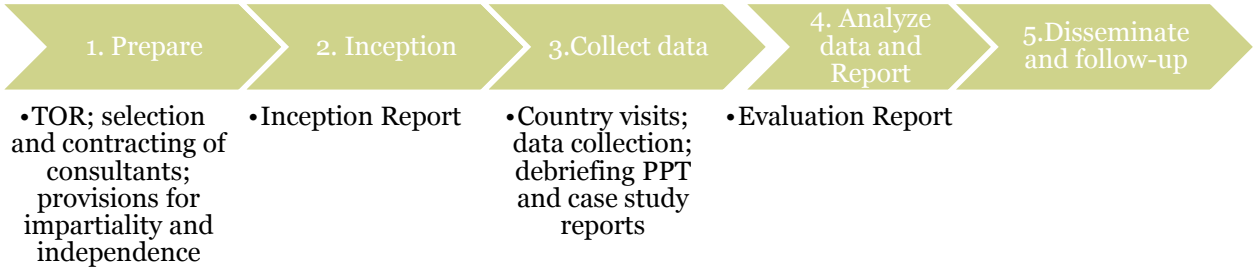
43. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

[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"*

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.[16]

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.

[16] Field Courses: Basic https://dss.un.org/bsitf/; Advanced http://dss.un.org/asitf

- 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 Secretariat[17]. 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[18]. 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 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.

[17] A list of members can be found in Annex 6.
[18] idem.

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

Annex 2 Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015[19]

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.

[19] 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[20] 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.

[20] 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).

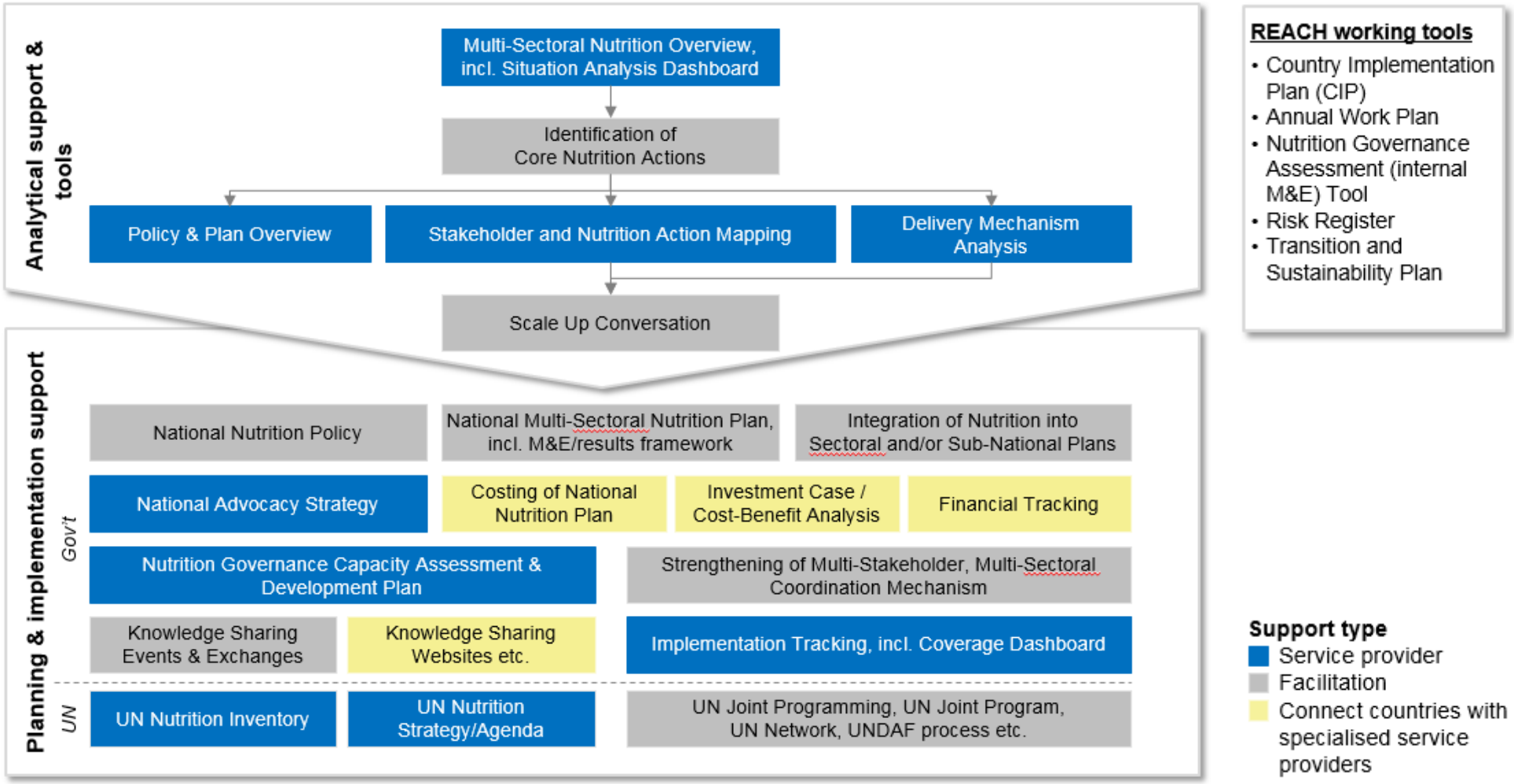
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better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

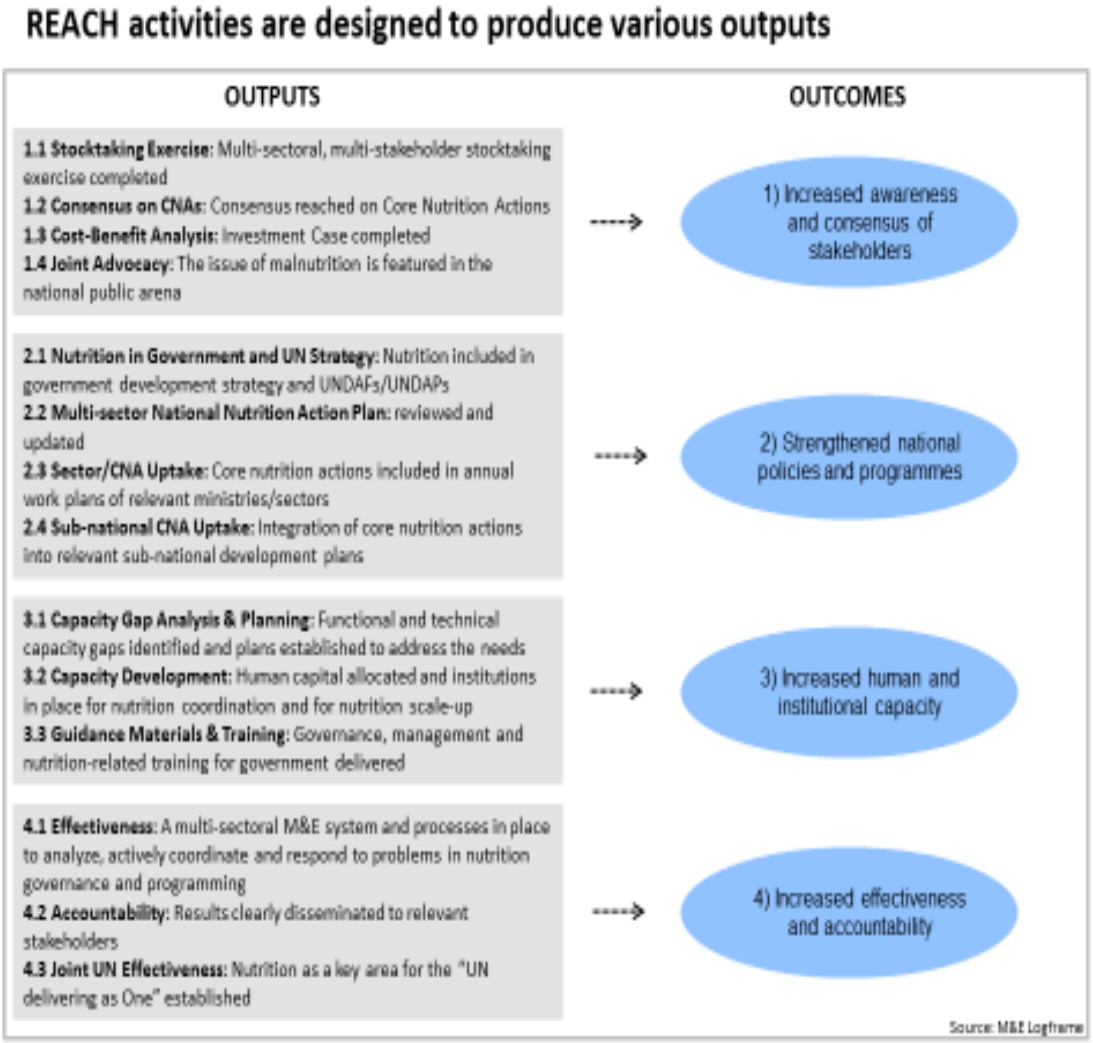
53. **Recommendation 7:** The REACH partnership should proactively explore and develop funding options and sources for its second phase. Recognizing its recently augmented role regarding the UN Network for SUN, it should particularly encourage appropriate financial allocations from member agencies (see 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



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 (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

SanSanMyint, REACH Myanmar

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

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

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

Annex 2: Evaluation Matrix

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1. Performance at the country level					
Q1.1 Effectiveness: how effective has REACH been in achieving intended outcomes?	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: a) State of completion of: stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy b) State of completion of: nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update c) State of completion of: capacity gap analysis & planning; capacity development; guidance materials & training d) State of completion of: multi-sector M&E; accountability; joint UN effectiveness Intended outcomes versus actual outcomes (end-line compared to baseline data)	**Stakeholders interviews** REACH SC REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC **Document review** REACH documents and data (CIP, annual work plans, baseline and end-line 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 countries case studies findings

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1.2 Equity: to what extent have REACH outputs and outcomes addressed equity considerations, including gender equity?	1.2.1 To what extent were gender commitments in respective CIPs implemented? 1.2.2 To what extent are REACH outputs and outcomes moving towards achieving intended impacts on women and children? 1.2.3. How did equity considerations vary between countries? 1.2.4 Where was REACH most successful, where least and why?	Evidence of REACH work plans addressing: integration of gender equality/women's empowerment in relevant sector policies and strategies; 2) analysis of relevant indicators with a gender perspective; 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 Evidence of prioritization in country of women and children under 5	**Stakeholders interviews** REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) **Document review** REACH documents and data (CIP, annual work plans, mission 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 countries case studies findings

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1.3 Efficiency: to what extent were resources/inputs (such as funds, expertise, time, etc.) used optimally to achieve intended outputs?	1.3.1 Were resources optimally planned and used in relation to intended outputs? 1.3.2 Were REACH administrative/management arrangements conducive to timely delivery of set outputs? 1.3.3 Where was REACH most efficient, where least and why?	Rate of budgetary implementation Compliance of expenditures with approved budget plans Timeliness of funds requisition and release Timeliness of delivered outputs Adequacy of planned outputs vis-à-vis national priorities and identified gaps	**Stakeholders interviews** REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) **Document review** Annual Progress Reports Expenditure tracking sheets	Semi-structured individual interviews Collecting and analysing secondary information from existing databases 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
Q2 Contributing/Explanatory Factors					

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q2.1 How have REACH performance and results been affected by the operational and policy environments, capacity and resources, skills and knowledge?	2.1.1 Were REACH implementation plans negatively or positively affected by exogenous factors? And if so which? 2.1.2 How did positive and negative contributory/explanatory factors vary between countries? Are there communalities between countries? 2.1.3 Where was REACH most successful, where least and why?	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 Awareness/knowledge/perceptions of internal and external stakeholders of REACH mandate, facilitators role and work plan Positive and negative factors that affected adherence to annual work plans	**Stakeholders interviews** REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) **Document review** Country sector analysis reports/nutrition profiles from different sources Minutes of multi-stakeholders meetings	Semi-structured individual interviews Document review: systematic analysis of different types documents 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

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q2.2 How have REACH performance and results been affected by its own governance and management at country level?	2.2.1 Were REACH implementation plans negatively or positively affected by institutional arrangements? And if so which? 2.2.2 How did positive and negative factors vary between countries? Are there communalities between countries? 2.2.3 Where was REACH most successful, where least and why?	Areas where governance and management have been a positive influence and where negative (intentional or not): placement arrangements, funding mechanisms, procedures, etc.	**Stakeholders interviews** REACH CC REACH facilitators UN agencies nutrition focal points **Document review**	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

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q2.3 To what extent have REACH's partners demonstrated the necessary commitment, agreement and actions to support REACH to achieve its objectives?	2.3.1 Are processes put in place to ensure dialogue and joint actions? 2.3.2 How did partners' commitment and engagements vary between countries? Are there communalities between countries? 2.3.3 Where was partners' involvement most successful, where least and why?	Existence of processes for dialogue and joint actions Levels of commitment amongst partners (attendance at meetings, interactions, evidence of joint working/ joint initiatives) Knowledge and perceptions of REACH amongst external partners Type and regularity of interactions between REACH facilitators, SUN Focal point and SUN networks	**Stakeholders interviews** REACH SC REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and Canada **Document review** CIPs, 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
Q3. Sustainability					

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q3.1 To what extent are the results achieved and the REACH operational models sustainable?	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?	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	**Stakeholders interviews** REACH SC REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and Canada **Document review** 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

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q3.2 To what extent is REACH contributing to increased national ownership and its leadership role in multi-sectoral governance and coordination?	3.2.1 Did REACH contribute to increased national ownership and leadership role in multi-sector governance and coordination? And if so how? 3.2.2 Where was national ownership and leadership most enhanced, where least and why?	Stakeholders perceptions about REACH facilitators capacities to mobilize/facilitate/coach and about usefulness of REACH 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	**Stakeholders interviews** REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and Canada **Document review** National development and sector policies and strategies/action plans Country progress reporting to Secretariat and CC Baseline and end-line data Minutes of country consultation workshops/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

Annex 3: Country Visit Schedule

Date	Time	Organization	Name	Function	Location
28 June	08h-11h	REACH	Maimouna DOUDOU, Ousmane OUEDRAOGO	REACH facilitators	WFP
	12h-13h	WFP	Jean-Charles DEI	WFP Representative	WFP
	15h-16h	Ministry of Education	Bamouni INNOCENT	Department Head, Health Sanitation Nutrition	Laico Hotel
29 June	8h-9h	WHO	Fousséni DAO	WHO Nutrition Focal Point	WHO
	10h-11h	Ministry of Water and Sanitation	Anissatou OUEDRAOGO	Officer, Directorate Water and Sanitation	Laico Hotel
	11h-12h	WFP	Olga NINON	Project Officer Nutrition Focal Point	Laico Hotel
	15h-16h	Canada	Mathieu RIOUX	First Secretary (development)	Canadian Embassy
30 June	9h-10h				
	10h-11h				
	14h-15h	ACF (RESONUT)	Hermann GOUMBRI	Advocacy Officer	ACF
1 July	11h-12h	UNICEF	Denis GARNIER	UNICEF Nutrition Focal Point	UNICEF
2 July	Power Point Presentation Preparation				
3 July	9h-10h	FAO	Prosper SAWADOGO	Project Officer/ Nutrition Focal Point	FAO
	10h-11h	FAO	Aristide ONGONE OBAME	FAO Representative	FAO
	11h30-12h30	WHO	Alimata Jeanne DIARRA-NAMA	WHO Representative/UNN Chair	WHO
	14h-15h	Directorate, Nutrition Division	Bertine OUARO DABIRE	SUN Focal Point/Director of Nutrition Division	Directorate, Nutrition Division
	15h30-16h30	WHO	Ferima COULIBALY-ZERBO	Nutrition Focal Point, WHO Regional Office	WHO/IST
4 July	9h-10h	Donor Network	Fanta OUEDRAOGO	Project Manager	European Union
	11h-12h30	UNICEF	Anne VINCENT	UNICEF Representative/ UNN Vice-Chair	UNICEF
	14h-15h	SP-CNPS	Karime GANEMTORE	Director of safety net monitoring	SP-CNPS

	15h30-16h30	Private Sector Network for Nutrition (RAPNUT)	Diédonné Alain HIEN	President of RAPNUT	WFP
5 July	9h-10h	Parliamentarians	Honorable GNOUMOU	Parliamentarian Network for Food Security, Coordinator (REPASEN)	
	10h30-11h30	Food Security	Benedicta AKOTIONGO	Executive Secretary	SE CNSA
	11h30-12h30	Debriefing with facilitators			WFP
	13h-14h	Follow-up presentation preparation			
6 July	9h-10h	Follow-up			WFP
		REACH SEC (by TC)	Nicolas BIDAULT	Deputy Global Coordinator	
			Tania GOOSSENS	Programme Manager	
			Christine WENZEL	M&E Officer	
		REACH Country	Maimouna DOUDOU	International Facilitator	
			Ousmane OUEDRAOGO	National Facilitator	
		WFP	Olga NINON	WFP Nutrition Focal Point	
		WHO	Fousséni DAO	Nutrition Focal Point	
		UNICEF	Kayari EMNA	UNICEF Nutrition	
		FAO	Prosper SAWADOGO	FAO Nutrition Focal Point	
		ACF	Talara DAYAMBA	RESONUT	
		Assembly	Honorable GNOUMOU	Coordinator (REPASEN)	
		DN	Estelle BAMBARA	DN Officer	
		DN	Céline ZONGO	DN Officer	
		Ministry of Water and Sanitation	Anissatou OUEDRAOGO	Nutrition Focal Point	
	Departure for return trip				

Annex 4: List of People Interviewed

Organization	Name	Function
External Stakeholders		
REACH Secretariat	Nancy WALTERS	UNN/REACH Global Coordinator
REACH	Maimouna DOUDOU	International Facilitator
	Ousmane OUEDRAOGO	National Facilitator
Members of REACH Country Committee		
WFP	Jean-Charles DEI	WFP Representative
FAO	Aristide ONGONE OBAME	FAO Representative
WHO	Alimata Jeanne DIARRA-NAMA	WHO Representative/ UNN Chair
UNICEF	Anne VINCENT	UNICEF Representative/ UNN Vice-Chair
United Nations Agency Nutrition Focal Points		
FAO	Prosper SAWADOGO	Nutrition Officer
WFP	Olga NINON	Nutrition Officer
WHO	Boubacar SIDIBE	Neglected Tropical Diseases Officer
UNICEF	Denis GARNIER	Nutrition Programme Officer
Canadian Cooperation		
Canadian Embassy	Mathieu RIOUX	First Secretary (development)
External Stakeholders		
SUN Focal Points and Network		
RESONUT (Civil Society)	Hermann GOUMBRI	Advocacy Officer ACF
REPASEN (Parliamentarians)	Honorable GNOUMOU	Coordinator (REPASEN)
RAPNUT (Private sector)	Diédonné Alain HIEN	President of RAPNUT
Donor Network (EU)	Fanta OUEDRAOGO	Project Manager
SUN focal point	Bertine OUARO DABIRE	Director of Nutrition
Ministry of Water and Sanitation	Anissatou OUEDRAOGO	Officer, Directorate Water and Sanitation
Food Security	Benedicta AKOTIONGO	Executive Secretary
SP-CNPS	Karime GANEMTORE	Director of safety net monitoring
Ministry of Education	Bamouni INNOCENT	Head of Health, Sanitation and Nutrition Section
Others		
WHO	Ferima COULIBALY-ZERBO	Nutrition Focal Point, WHO Regional Office

Annex 5: Data Collection Tools

Background

1. What was the situation in like before REACH and what were the outstanding challenges?

2. What is your perception of REACH's capacity to resolve/reduce these challenges?

3. Overall, has REACH reached or surpassed expectations?

Performance of REACH and Explanatory Factors (EQ1 and EQ2)

4. What key outcomes has REACH contributed to at country level? What were the key events and contributing organizations? Which actor(s) played a major role? In what way? What factors explain the achievement of the REACH outcomes at country level?

5. How has the performance of REACH been affected by the operational and policy environments at country level? Please elaborate.

6. What, if any, have been the unintended outcomes of REACH's interventions at country and global level? (Please make sure we get examples/evidence)

7. Are there particular equity challenges? To what extent, and in what way, has REACH contributed to creating awareness and to putting in place approaches on equity and gender issues in nutrition at country level? (Please make sure we get examples/evidence)

8. How effective have REACH's governance structures been in supporting the achievement of its objectives? How effectively have the Secretariat and the country level worked together?

9. In what ways if any has the coordination among UN agencies evolved over the past years? Has REACH contributed to this?

10. What are the lessons learned about REACH performance?

Sustainability of REACH (EQ3)

11. To what extent are the outcomes that REACH has contributed to sustainable and how have they encouraged national ownership?

12. Was it realistic to expect that REACH would make a significant difference in the time frame that it was given (3 years)?

Future of REACH

13. If you had to make recommendations for the future of REACH what would you recommend?

Annex 6: Bibliography

Government of Burkina Faso. 2016. *Plan National de Développement Economique et Social* (PNDES, National Economic and Social Development Plan) 2016-2020.

Ministry of Health. 2016. *Politique Nationale de Nutrition* (PNN, National Nutrition Policy).

Ministry of Health. 2016. Preliminary results from the 2016 SMART nutrition survey.

OEV. 2015. Strategic Evaluation. Joint Evaluation of Renewed Efforts Against Child Hunger and Under-Nutrition (REACH) 2011-2015.

Prime Minister. 2012. *Politique Nationale de Protection Sociale* (National Social Welfare Policy) 2013-2022.

REACH Burkina. 2015, 2016, 2017. Minutes from Inter-Network Meetings.

REACH Burkina. 2015, 2016, 2017. Minutes from UN Nutrition Focal Points.

REACH Burkina. 2015, 2016, 2017. Annual Work Plans (AWPs).

REACH Burkina. 2015, 2016, 2017. Monthly activity reports.

REACH Burkina. 2014. Country Implementation Plan (CIP).

REACH Burkina. 2017. *Stratégie Nationale De Plaidoyer, Mobilisation Sociale et Communication pour le Changement Social et de Comportement en faveur de la Nutrition Au Burkina Faso* (Advocacy, Social Mobilization and Communication for Social and Behavioural Change in Favour of Nutrition in Burkina Faso).

REACH Burkina. 2017. Burkina Faso Transition Plan.

REACH Secretariat. 2016. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Overview.

REACH Secretariat. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Terms of Reference.

REACH Secretariat. 2013. REACH Country Facilitator Manual (2nd Edition).

RESONUT. 2016. Analysis of PTF contributions in favour of specific and sensitive nutrition interventions.

RESONUT. 2017. *Les Mécanismes de Redevabilité Existants et leur Fonctionnalité Au Burkina Faso : Proposition d'un Modèle pour les Acteurs Clés dans le Domaine de la nutrition* (Existing Accountability Mechanisms and their Functionality in Burkina Faso: Proposal for a Model for Key Actors in the Field of Nutrition).

SP-CNPS. 2016. Operational Action Plan 2016-2018 for Implementation of the National Social Welfare Policy.

UNN for SUN. Frequently Asked Questions about the UN Network for SUN.

UNN for SUN. 2016. UNN Strategy 2016-2020.

WFP. 2014. *Burkina Faso — Analyse Globale de la Vulnérabilité, de la Sécurité Alimentaire et de la Nutrition* (AGVSAN, Burkina Faso — Global Analysis of Vulnerability, Food Security and Nutrition).

WFP. 2015. The Cost of Hunger in Burkina Faso.

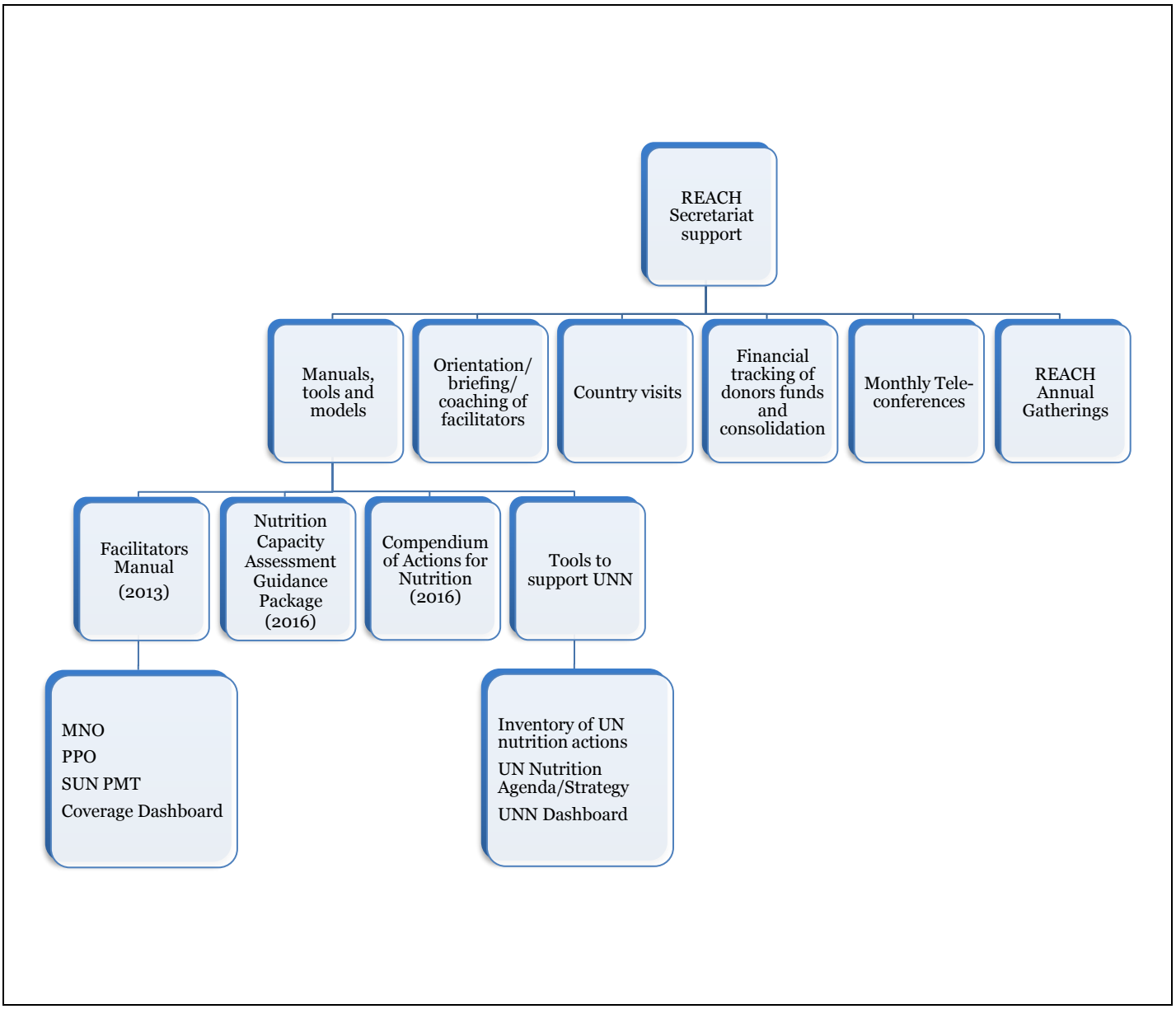
WFP. 2016. Amendment to the Subsidiary Arrangement No. 11-612.

Annex 7: Table — CIP Planned Outcomes, Outputs and Activity Categories versus AWP

Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
Outcome 1: Increased awareness of the nutrition situation and the best strategies and priorities for improvement	
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"
Carry out a Policy and Plan Overview (see 2.1.1 Review of policies and action plans)	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: Investment Case (IC)	
Facilitation of IC recommendations integrated into the advocacy strategy	
1.4: Joint Advocacy Strategy	
Development of a national communication and advocacy strategy (NCAS)	2015, 2016, 2017 and two new activities (advocacy workshop for new government and NCAS validation workshop)
Identification of dissemination opportunities	2015
Identification of nutrition champions	2016
Facilitation of NCAS implementation at central and sub-regional levels	2015, 2016,2017
Outcome 2: Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach	
2.1: Integration of nutrition in government and UN strategies	
Review of policies and action plans	2015
Identify opportunities to integrate nutrition into framework documents	2015, 2016
Leverage opportunities to integrate nutrition into 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 CRF	2015, 2016 et 2017 One new activity added in 2017: 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 relevant ministries/sectors	
Support identification of sectoral focal points	2015, 2016
Support integration of CNAs into AWPs	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 into regional development plans	2016, 2017 Broken into: - Exploratory analysis sharing - Consultation on integration processes - Guide development
Outcome 3: Increased human and institutional capacity on nutrition actions at all levels	
3.1 Coordination capacity	
Analyse existing coordination mechanisms at national and regional levels	2015
Identify human and institutional capacity development needs	
Support identification/creation of a coordination mechanism	2015, 2016, 2017
Contribute to developing TOR for proposed nutrition coordination mechanisms	2015, 2016
Develop costed functional capacity development plan	*2017*
Contribute to reinforcing multi-sectoral coordination mechanism/regional coordination capacity	
Contribute to establishment of SUN Networks	2015, 2016, 2017
3.2: Capacity development	
Identity capacity development needs for relevant sectors and levels	2015, 2016, 2017
Develop costed capacity development plan	2015, 2017
3.3: Orientation and training material	
Development of TORs to strengthen capacity at the community level	2016

Outputs and deliverables as planned in CIP		Outputs and deliverables in annual work plans
Recruitment of one or more experts to develop guides and carry out the 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
Creation and implementation of a website (not planned in the CIP)		2016, 2017
Outcome 4: Increased stakeholder effectiveness and accountability in implementing and supporting nutrition actions		
4.1: Effectiveness — Implementation of a multi-sectoral M&E 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		
Integrate nutrition into UNDAF 2016-2020 (repetition)		
Support establishment of UNN with TOR and work plan		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 UNN by putting nutrition on EPNU meeting agenda		2015, 2016, 2017
Support the development of a UN joint strategy on nutrition		2015, report 2016
Colour coding		
Service Provider	Connecting countries with specialised service providers	Facilitation

Annex 8: UNN/REACH Secretariat Support



Acronyms

ANSP	Africa Nutrition Security Partnership
AWP	Annual Work Plan
CIP	Country Implementation Plan
CNA	Core Nutrition Action
CNCN	*Conseil National de Concertation en Nutrition* (National Council for Nutrition Coordination)
CNSA	*Conseil National de Sécurité Alimentaire* (National Food Security Council)
CRF	Common Results Framework
DN	*Direction de la Nutrition* (Directorate of Nutrition)
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GAC	Global Affairs Canada
GRET	*Groupe de Recherche et d'Echange Technologique* (Research and Technology Exchange Group)
HKI	Helen Keller International
IFAD	International Fund for Agricultural Development
IYCF	Infant and Young Child Feeding
MDN	*Médecins du Monde* (Doctors Without Borders)
M&E	Monitoring & Evaluation
NGO	Non-Governmental Organization
PCD	*Plan communal de développement* (Community Development Plan)
PNDES	*Plan National de Développement Economique et Social* (National Economic and Social Development Plan)
PNN	*Politique National de Nutrition* (PNN, National Nutrition Policy)
PSMN	*Plan Stratégique Multisectoriel de Nutrition* (Strategic Multi-Sectoral Nutrition Plan)
PTF	*Partenaires Techniques et Financiers* (Technical and Financial Partners)
RAPNUT	*Réseau des Acteurs Privés pour la Nutrition* (Private Sector Network)
REACH	Renewed Efforts Against Child Hunger and undernutrition
RESONUT	*Réseau de la Société Civile pour la Nutrition* (Civil Society Network for Nutrition)
SCPN	*Stratégie de Communication et de Plaidoyer Nationale* (SCPN, National Advocacy and Communication Strategy
SMART	Standardized Monitoring and Assessment of Relief and Transition
SP-CNPS	*Secrétariat Permanent du Conseil National de Protection Sociale* (Permanent Secretariat of the National Social Welfare Council)
SUN	Scaling Up Nutrition
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHO	World Health Organization
USAID	United States Agency for International Development

Rome, December 2017, DE/2017/REACH021

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

WFP
World Food Programme
wfp.org

REACH
ACCELERATING THE SCALE-UP OF FOOD AND NUTRITION ACTIONS
unicef

Global Affairs Canada
Affaires mondiales Canada