

Decentralized Evaluation

Thematic Evaluation – End of Term Evaluation “Renewed Efforts Against Child Hunger and undernutrition (REACH)” **Haiti Case Study**

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UN Network for SUN (UNN)/REACH Secretariat

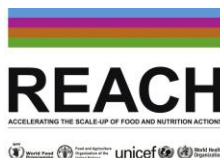
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Executive Summary

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 in support to government led nutrition governance efforts by pursuing four outcomes: 1) Increased awareness and consensus of 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 effectiveness and accountability of stakeholders in implementing and supporting nutrition actions.
2. Objectives of this evaluation are two-fold: accountability - assess and report on the performance and results of REACH in the five countries; and learning - determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries. This report concerns Haiti.
3. Main stakeholders and users of the evaluation in Haiti include: GAC, UNN/REACH Secretariat; REACH facilitators; members of REACH Country Committee composed of the heads of the partner agencies; the UN agencies nutrition focal points (NFP); the government SUN Focal Point/Ministry of Public Health and Population (MSPP), the *Conseil de Développement Economique et Social* (CDES) which is responsible for the harmonization of sectoral policies; the *Coordination Nationale de la Sécurité Alimentaire* (CNSA) which acts as an observatory of the food security situation in the country, under the authority of the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR); donors supporting nutrition; and Non-Government Organizations (NGO) implementing nutrition interventions.
4. The UNN/REACH Secretariat exploratory mission in Haiti of August 2014 identified the following major weaknesses in nutrition governance that could benefit from REACH support: poor awareness and lack of consensus on the immediate and underlying determinants of malnutrition; poor coherence between nutrition and food security strategies; the National Nutrition Strategic Plan initiated and piloted by MSPP and the National Plan for Food and Nutrition Security (PNSAN) led by CNSA/MARNDR; no multi-stakeholder platform and other SUN networks established; weak human resources capacity to implement cross-sectoral nutrition interventions; lack of resources and capacity constraints for data collection, analysis and dissemination; and poor accountability and transparency.
5. The evaluation was designed to assess REACH in Haiti against the following evaluation criteria: effectiveness, efficiency and sustainability. The main evaluation questions, as indicated in the Terms of Reference, were: 1) What are REACH results in each country (effectiveness, efficiency and equity/gender mainstreaming); 2) What are the explanatory/contributing factors explaining results; and 3) To what extent are the results achieved and the REACH operational models sustainable? In order to respond to these questions, the evaluation team collected primary qualitative data through REACH stakeholders' semi-structured interviews and triangulated this information with secondary data retrieved from documents and REACH M&E system. Limitations included high staff turnover among all stakeholders, a major constraint on information

gathering, especially regarding REACH performance. Other limitations that are not specific to Haiti include poor specificity and relevance of some outcome indicators.

Key Findings

6. The key findings of the evaluation team are summarised below, structured according to the main evaluation questions.

Evaluation question 1 - Performance

7. **Effectiveness.** Planned outputs and deliverables in the Country Implementation Plan (CIP) were significantly reduced in the first and subsequent annual work plans in view of uncertainties in the political situation, legislation gaps and the humanitarian context.
8. Under outcome 1, the multi-sectoral nutrition overview (MNO) was completed but was not validated and was insufficiently disseminated. The stakeholder and nutrition actions mapping has not yet been undertaken in spite of persistent efforts of the REACH facilitators and support from UNN/REACH Secretariat. No national advocacy and communication strategy was developed per se as there was already one, hence various deliverables promoting multi-sector approaches (inserts in newspaper, radio and television broadcasts involving various sectors) were achieved. Under outcome 2, the analysis of existing policies was not undertaken, as consensus on Core Nutrition Actions (CNA), which was to be achieved under outcome 1, could not be developed. Facilitators have been actively involved in on-going reviews of PNSAN 2012-2017 and in the new policy “National Policy on Sovereignty and Food and Nutrition Security” (PNSSANH) being developed by CDES through their participation in meetings organized by CNSA and CDES to discuss these documents and by commenting on/ contributing to various drafts. Under outcome 3, no high-level nutrition coordination platform was established despite continued UN agencies advocacy efforts. REACH facilitators hence actively participated in existing coordination mechanisms, namely the *Groupe Technique Sécurité Alimentaire et Nutritionnelle* (GTSAN) chaired by CNSA, and the *Comité Technique Nutrition* (CTN) chaired by the Director Nutrition/MSPP and which brings together partners working in nutrition for coordination, information sharing and contingency planning. Under outcome 4, the inventory of UN nutrition actions was undertaken for seven UN agencies; a retreat was organized by REACH to discuss UN Contributions to FNS in May 2017; and a draft joint United Nations (UN) agenda for FNS for 2017-2020 was elaborated by REACH facilitators in collaboration with UN agencies NFPs.
9. **Efficiency.** The budget allocated for deliverables for 2015-2016 was significantly underspent: many activities for which a service provider was foreseen, were not accomplished (e.g., mapping for which USD 35 000 were allocated). Others were only partially achieved (e.g., advocacy) or accomplished at no cost (e.g., MNO produced by REACH facilitators in collaboration with UN agencies NFPs).
10. **Equity.** The MNO and situation analysis dashboard (deliverables under outcome 1) have given due attention to gender issues as per REACH facilitators’ manual, which does call for a “gender-sensitive situation analysis dashboard”. In addition to presenting gender-disaggregated data when available and relevant, the causal analysis of malnutrition highlights the fact that inequity and gender-based violence are amongst the key determinants of malnutrition in Haiti.

Evaluation question 2 – Contributing factors

11. Several exogenous factors had a negative impact on REACH performance: political instability (contested elections, transitional government, and finally second-round elections with a new President sworn in 2017) with several changes in ministers and other key positions hence delaying the finalization and adoption of crucial policies, strategies and adoption of legislation. The differing priorities and knowledge of/interest in nutrition governance of new appointees affected the steadiness of dialogue and limited or prevented adherence to REACH annual work plans and timely progress on deliverables. Progress was further halted when Hurricane Matthew in early October 2016 worsened pre-existing humanitarian needs throughout the country (cholera epidemic and continuing impact of El-Niño-induced drought on livelihoods), and further stalled nutrition governance processes as the country shifted again its focus to the emergency response. High turnover among UN partner agencies (agencies representatives and NFPs) was another major constraint on building coherence and consensus among them on the role of REACH in supporting their respective agendas and their own role in enabling REACH facilitators to deliver. In contrast, UNN/REACH Secretariat support was perceived as an enabling factor.

Evaluation question 3 - Sustainability

12. In the light of the above – mainly no official endorsement of REACH outputs/deliverables (non-existence of a single entity - multi-stakeholder platform - with whom to establish clear consultation and validation processes) – the potential uptake of REACH tools into country nutrition governance processes was limited.

Overall conclusions

13. In response to the first evaluation on performance (effectiveness/efficiency/equity), the evaluator concluded that REACH CIP for Haiti was ambitious and strived at too far-reaching outcomes given the political, policy and humanitarian context. Despite a more realistic planning of outputs and deliverables through annual work plans, progress was slow and remained below set targets. There was satisfactory progress in delivering outputs for which REACH is a service provider (MNO and advocacy) though successful completion through official validation and dissemination was not achieved. Outputs to be delivered through facilitation were the most challenging and difficult to achieve; progress was undermined by uneven will and willingness of concerned actors to address governance issues and weak interpersonal skills. Hence limited progress has been made overall on outcomes 2 to 4, which require further work. Flexibility in yearly planning, which resulted in fewer outputs, than originally planned in the CIP, coupled with slow progress explains the significant under spending on outcomes, which allowed a one-year extension until end 2017. There was overall agreement that a two-year timeframe is too short in view of the complexity of nutrition governance in general and more specifically within the Haitian context. Whilst no one questioned the relevance of streamlining gender into multi-sector policies and strategies, none proposed a specific contribution that REACH could have made beyond ensuring that the nutrition situation and causal analysis reflects and highlights gender inequalities as relevant.
14. On the second question pertaining to factors having affected performance, the evaluator concluded that the juxtaposition of various exogenous negative factors (political, policy and humanitarian) had a negative impact on REACH performance.
15. As regards the third evaluation question on sustainability, conducting work on “Harmonized and Coordinated UN Nutrition Efforts”, which was started late

2016/early 2017, at an earlier stage would have contributed to better alignment of REACH outcomes/outputs/deliverables with partner agencies strategies and programmes.

Recommendations

16. The first two recommendations concern Haiti. The other four concern future REACH engagement in other countries. These will be further refined and expanded in the final synthesis report of this evaluation, building on the findings, conclusions, lessons learned and good practices drawn from the five countries' evaluations.

17. Recommendation 1 – **Priority areas for the remaining period of engagement of REACH in Haiti.** The national facilitator should focus her work on: 1) facilitating the review and validation process of the PNSSANH put in place by the Government; and 2) facilitating the Stakeholder and Nutrition Action Mapping on a pilot basis pending a joint request from concerned key stakeholders (MSPP and CNSA). These two areas are justified based on the renewed high-level commitment to nutrition (Task Force to resume work on/finalize the PNSSANH); the consensual momentum building around nutrition governance (e.g. EU 11th EDF); and the interest of stakeholders at central and decentralized levels to undertake the Stakeholder and Nutrition Action Mapping to inform the discussion on the emergency-development nexus.

Responsibility: Haiti REACH CC with the support of UNN/REACH Secretariat.
Timeframe: September to December 2017.

18. Recommendation 2 - **Joint UN agenda/strategy aligned to the national priorities as well as the UNDAF.** The majority of stakeholders acknowledged the need for the UN agencies to continue and reinforce their efforts in information sharing but most importantly to adopt a common vision and implement a joint strategy building on their comparative advantage in supporting FNS in Haiti. The draft joint UN agenda for FNS, prepared by the REACH facilitators in collaboration with the NFPs, lays the ground for translating this awareness into concrete action. Finalization of this document and its validation should be therefore pursued.

Responsibility: Haiti REACH CC; Timeframe: September to December 2017.

19. Recommendation 3 - **Role of REACH in emergencies.** Clarify the role that REACH can play in emergencies building on the results of current reflection by the SUN Movement Secretariat on bridging the development-humanitarian divide during crises in the SUN Movement.

Responsibility: UNN/REACH Secretariat; Timeframe: Next UNN/REACH Steering Committee Meeting

20. Recommendation 4 - **Country selection process and REACH design stages.** Notwithstanding donors' interests and requirements, refine and formalize the country selection process and the design stages of REACH engagement to ensure transparency, coherence with national context and UN agencies mandates and programmes, and buy-in from all concerned partners (Government and UN): desk review of the situation along a set of well-defined parameters and criteria; scoping mission to validate findings and develop a strategic framework/annual work plan that lends itself to further refinement; review and finalize the strategic framework within 3 months after the facilitator(s) take up their positions through consultations within the UN partner agencies and with relevant national entities; and validation of CIP through a multi-stakeholder consultative workshop bringing together UN agencies and relevant sectors and national nutrition coordination entities.

Responsibility: UNN/REACH Secretariat; Timeframe: First quarter of 2018

21. Recommendation 5 – **REACH logical framework and M&E system.** In the light of REACH revised Theory of Change and lessons learned from the implementation of REACH M&E, recruit a consultant to review and update REACH logical framework and M&E system.

Responsibility: UNN/REACH Secretariat; Timeframe: Second quarter 2018

22. Recommendation 6 - **REACH Standard Operation Procedures (SOP).** Finalize the review and update of REACH SOP 2013 in the light of: a) REACH revised TOC/role in UNN for SUN formalized in 2015; and b) evaluation recommendation (REACH Strategic Independent Evaluation conducted in 2015 and present evaluation) ¹ that have implications on operational procedures.

Responsibility: UNN/REACH Secretariat and SC; Timeframe: First quarter 2018

¹ OEV. 2015. Strategic Evaluation. Joint Evaluation of Renewed Efforts Against Child Hunger and Under-Nutrition (REACH) 2011-2015

1. Introduction

1.1. Evaluation Features

Overview of the evaluation subject

1. Renewed Efforts against Child Hunger and undernutrition (REACH) is an inter-agency initiative established by four United Nations (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 to strengthen nutrition governance. The International Fund for Agricultural Development (IFAD) later joined as an adviser. Initiating partners signed a Memorandum of Understanding (MOU) in December 2011 and REACH was fully operational by 2012.² ³In its support to 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 of 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 effectiveness and accountability of stakeholders 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
2. In 2011, Global Affairs Canada (GAC) provided funding to REACH in eight countries (“generation 1” countries: Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania), and in 2014, to four additional countries (“generation 2” countries: Burkina Faso, Haiti, Myanmar and Senegal) and further funding to Mali. The latter five countries are the subject of this evaluation, which is commissioned by the UN Network for Scaling up Nutrition (UNN SUN)/REACH Secretariat. It is undertaken as per agreement of UNN/REACH Secretariat with GAC.
3. 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 in and across the five countries. 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 are still in country.
4. Main stakeholders and users of the evaluation in Haiti include: GAC, UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committees (CC) composed of the heads of country offices of the partner agencies; the agencies nutrition focal points (NFP); the SUN Movement focal point/Ministry of Public Health and Population (MSPP), the *Conseil de Développement Economique et Social* (CDES) established in 2012 and which has the task of steering social dialogue in the context of the National Development Plan and is responsible for the harmonization of sectoral policies; the *Coordination Nationale de la Sécurité Alimentaire* (CNSA) established in 1996 to support the Inter-ministerial Council in its role of coordinating policies and programmes and to act as an observatory of the food security situation in the country, under the authority of the Ministry of Agriculture, Natural Resources and Rural

² SUN. Frequently Asked Questions about the UN Network for SUN.

³ UNN for SUN. 2015. UNN for SUN Strategy 2016-2020

Development (MARNDP); donors supporting nutrition; and Non-Government Organizations (NGO) implementing nutrition interventions.⁴ The UNN/REACH Secretariat and its UN agency partners at global and country levels will use the evaluation findings in decision-making, related to REACH establishment, performance and management across countries. Lessons learned will be used to improve current engagements and when expanding REACH to other countries in the future.

Evaluation methodology

5. The evaluation focused on three evaluation criteria: effectiveness, efficiency and sustainability (Terms of Reference - TOR in Annex 1). It addressed three key questions: 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? These questions were further elaborated with sub-questions, corresponding measures/indicators, sources of information and data collection method in an evaluation matrix (Annex 2).
6. The visit to Haiti, undertaken by the team leader, took place from June 27 to July 6 (Mission schedule Annex 3). Primary qualitative data were collected through REACH stakeholders' semi-structured interviews (List of people met Annex 4 and data collection tools in Annex 5). These were triangulated with secondary data retrieved from documents (e.g., mission reports) and REACH Monitoring and Evaluation (M&E) system including financial tracking, annual progress reports, baseline and endline data (Bibliography Annex 6). Debriefing, which was organized by teleconference on 8 August to obtain feedback from stakeholders on preliminary findings, also provided an opportunity for triangulation of information.⁵
7. High staff turnover in Haiti among all stakeholders, Government and UN agencies, was a major constraint on information gathering, especially regarding REACH performance. Other limitations that are not specific to Haiti relate to the choice of indicators in the logical framework and in the baseline/endline form: some indicators are weak in terms of relevance and specificity (e.g. outcome 1 indicator as discussed under performance). Many REACH outcome and output indicators in the M&E framework were selected to monitor nutrition governance more broadly. They are not always directly linked to REACH in-country support. For example, although technical capacity is included in the M&E framework, REACH does not provide in-country support for improving technical capacity. Assessing achievements is complex due to attribution issues (i.e., the extent to which observed changes can be attributed to REACH particularly when REACH support is that of facilitation rather than service provider) and the fact that benchmarks are not under the control of REACH. The baseline/endline template lacks flexibility (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 leading sometimes to a wrong assessment. Data availability is also a problem, namely for outcome 3, which is to be assessed on the basis of changes in the coverage of Core Nutrition Actions, and for which data are to be obtained through nationwide surveys or national information systems that are beyond REACH control in terms of availability and quality/reliability. Moreover the time lag between baseline and endline data collections is too short to observe changes in coverage.

⁴ CISA/CNSA. 2010. Actualisation du PNSAN

⁵ Debriefing session, initially scheduled on 6 July, held by teleconference because of conflicting agendas of stakeholders.

1.2 Context

8. The following provides a brief overview of the country, followed by more detailed account of issues relevant to the REACH initiative, which are presented along the four REACH outcomes, and which depict the situation as it existed before REACH engagement based on information retrieved from documents (Haiti's REACH Country Implementation Plan-CIP and UNN/REACH Secretariat mission reports) and interviews of stakeholders familiar with the situation in 2014.^{6 7}

9. Haiti is highly disaster-prone (severe storms and periodic droughts), the most recent one being Hurricane Matthew in October 2016, all with alarming impact on food security.^{11 12 13}

Key indicators – Haiti	
Total population	10.7 million
Human Development Index	163 of 188
Gender Inequality Index	(0.593) 142 of 188
Global Hunger Index	36.9 (alarming)
Progress towards WHA Stunting Target	Off course/some progress
Adult Literacy (total 2015)	61%

Source: Population: World Bank Country Overview; HDI and GHI: UNDP;⁸ GHI: IFPRI;⁹ WHA target: IFPRI Nutrition Country Profiles 2015;¹⁰ Literacy: World Bank

Countrywide, about 3.6 million persons (700,000 households) are food insecure and 1.5 million persons (300,000 households) are severely food insecure.¹⁴ Over 2.5 million (24 percent) live under the national extreme poverty line of US\$1.23 per day.¹⁵ In 2012, Global Acute Malnutrition (GAM), chronic malnutrition and severe acute malnutrition (SAM) rates were estimated at five percent, 22 percent and one percent, respectively.¹⁶ Women remain severely disadvantaged in terms of their access to educational and health services. Gender-based violence (GBV) is a longstanding problem in Haiti, where the risk of violence and sexual exploitation against women and girls is exacerbated by poverty, poor security and a lack of awareness.

10. **Outcome 1 - Increased awareness and consensus.** Data on the prevalence of chronic and acute malnutrition were available at national and sub-national level. However an in-depth causal analysis of the immediate and underlying determinants of malnutrition to guide strategy formulation and priority actions was insufficient. There was no consensus on Core Nutrition Actions (CNAs). In 2013 the PROFILES Instrument was used to calculate the consequences of nutritional deficiencies and to estimate the cost of nutrition interventions, however the recommendations of the study were not disseminated.
11. **Outcome 2 - Strengthened national policies and programmes.** A review of existing development and sector policies to determine the extent to which they integrate nutrition was deemed necessary. Interviewed stakeholders recognized that there was a need to clarify responsibilities and improve alignment between food security and nutrition, namely between the Nutrition Strategic Plan (PSN 2013-2018) initiated and piloted by MSPP in consultation with health sector stakeholders and the National Plan for Food and Nutrition Security (PNSAN 2012-2017) mainly led by CNSA/MARNDR. Several interviewees underlined that the strategic and institutional

⁶ REACH. 2014. REACH en Haïti – Plan National de Mise en Œuvre (CIP)

⁷ Walters N. and Goossens-Allen T. 2014. UNN/REACH Secretariat Mission Report to Haiti October 2014

⁸ UNDP. 2016. Human Development Report (http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf);

⁹ IFPRI. 2016. Global Hunger Index. <http://ghi.ifpri.org>

¹⁰ <http://www.globalnutritionreport.org/the-data/nutrition-country-profiles/2015-country-profiles-africa/>

¹¹ CNSA. 2014.

¹² CNSA. 2015. Haïti Alerte à l'insécurité alimentaire.

¹³ https://www.humanitarianresponse.info/system/files/documents/files/haiti_hrp_2017_2018.pdf

¹⁴ WFP and CNSA. 2016. Evaluation de la situation alimentaire en situation d'urgence (ESASU) Haïti.

¹⁵ IHSI. 2012. *Enquête sur les Conditions de Vie des Ménages Après le Séisme* – ECVMAS.

¹⁶ MSPP, IHE, and ICF International. 2013. Haiti Mortality, Morbidity, and Service Utilization Survey: Key Findings

framework in the area of food security and nutrition, with particular attention to synergy and strategic coherence, still required support.

12. **Outcome 3 - Increased human and institutional capacity.** Though Haiti joined the SUN Movement on 11 June 2012, no multi-stakeholder platform (MSP) and other SUN networks (i.e. donor, UN, civil society, business) were yet established. The need for strategic multisectoral coordination, which was identified in 2014, was emphasized by the majority of interviewed stakeholders as being still required. Human resources capacity was reported to be low in relation to needs. Stakeholders underlined that capacity development and institutional strengthening were and continue to be a crucial factor for sustainable development in Haiti.
13. **Outcome 4 - Increased effectiveness and accountability.** There is a lack of resources and capacity constraints for data collection, analysis and dissemination, which hampers decision-making. Interviewed stakeholders confirmed the need to increase planning capacity, budget management, operational effectiveness, accountability and transparency of sector ministries.

1.3 Description of REACH in Haiti

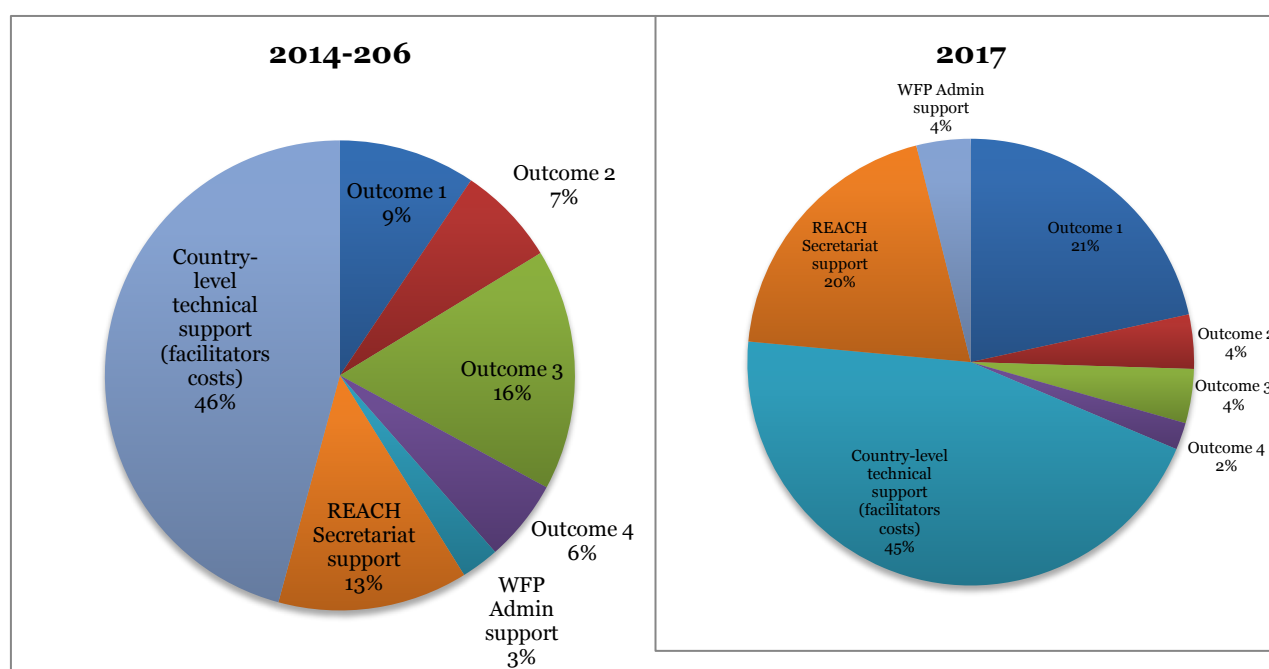
14. The UNN/REACH Secretariat undertook an exploratory mission in Haiti in August 2014 during which the REACH team held a two-day stakeholders workshop on nutrition governance under the leadership of SUN Focal Point/MSPP, with the participation of MSPP staff, CNSA, UN agencies and civil society. Another visit was conducted in October 2014 to follow-up with key stakeholders on findings from the exploratory mission, and agree on next steps, including hosting arrangements. The international facilitator started on 20 January 2015 and is due to leave on 31 July 2017. The national facilitator started on 7 June 2015. Her contract will end with REACH engagement in Haiti on 31 December 2017.
15. During the exploratory and follow-up missions, various hosting options for the facilitators were discussed including MSPP, Ministry of Planning or UNICEF.¹⁷ For the first few months the international facilitator was hosted by WFP and in May 2015, the REACH CC decided for a co-hosting arrangement whereby the national facilitator would be hosted two days at WFP with the international facilitator and three days at WHO whilst the international facilitator would be at UNICEF.¹⁸
16. REACH planned budget amounted to USD 764 500 for 2014-2016. In 2016, GAC approved a one-year extension until 31 December 2017.¹⁹ A total amount of USD 255 000 was allocated for 2017 (balance as of 31 December 2016 of USD 237 4234 remaining from the initial three-year budget (2014-2016), topped up with unused GAC funds of generation one countries).

¹⁷ UNN/REACH. 2014. REACH Secretariat Mission Report to Haiti (October 19-23 2014)

¹⁸ REACH Haiti. 2015. REACH Monthly Activity Reports.

¹⁹ GAC/WFP. 2016. Amendment to the Subsidiary Arrangement No. 11-612.

Figure 1: Planned budget



Source: REACH. Budget CIP Haiti Final Excel Sheet and REACH. Plan de Travail 2017 REACH Haïti Draft
Facilitators costs include: salaries as well as Monthly Subsistence Living Sum (MSLS) costs, appointment travel, etc.

2. Evaluation Findings

Overview of planned activities, outputs and outcomes

17. Country-level activities are guided by the CIP and annual work plans. The REACH CC developed a “cautious” work plan for 2015 in view of the uncertainty in the political situation and institutional framework: 1) presidential, legislative and municipal elections to be held; and 2) likely changes in the transitional government in place; and 3) no multi-stakeholder platform bringing together the relevant sectors - health/nutrition, food security, education, social, water and sanitation, etc. Members of the REACH CC noted that, given the complexity of this situation, the work plan could be further modified based on arising needs and involvement of the country political and humanitarian context.²⁰ Subsequent work plans remained conservative as can be seen in Annex 7. Several outputs and deliverables proposed in the CIP were not included in annual work plans. Since the evaluation is expected to assess performance vis-à-vis what was planned in CIPs, reasons for not retaining some outputs/deliverables were sought.
18. The majority of outputs under outcome 1 are initiated and undertaken by REACH as service provider whilst most outputs under outcomes 2 and 3 are those for which REACH acts as facilitator of country-led processes.

²⁰ REACH. 2015. Haiti REACH Annual Work Plan 2015

2.1. Evaluation Question 1 - What are REACH results?

Effectiveness

19. Results are presented by outcome. For each outcome, findings on outputs and respective deliverables are followed by an assessment of progress towards the outcome based on REACH M&E system (baseline and endline data analysis) together with stakeholders' views.

Outcome 1

20. **Output 1 - Multi-sector and multi-stakeholder stocktaking.** Two deliverables were planned under this output. The first is the **Multi-sectoral Nutrition Overview (MNO)**, which aims at presenting nutrition trends, a causal analysis (underlying and basic causes); key messages with respect to components one and two; and a situation analysis dashboard intended as a synthesised tool for policy-makers and practitioners.
21. The MNO (entitled Multi-sectoral Analysis of Food and Nutrition Security in Haiti), a power point presentation consisting of 109 slides and including a dashboard, was produced.²¹ It was elaborated along REACH guidance, with support from the UNN/REACH Secretariat, which reviewed the document at various stages.²² This output is a good example of active participation of UN agencies in REACH outputs: the FAO NFP taking charge of the food security part of the analysis. A shorter version was also prepared on the request of CC. It was shared with Government: CNSA, MARNDR Cabinet, CDES, MSPP (Cabinet, planning unit and Health Directorate) and the Ministry of Social Affairs and Labour (MAST), and various Technical and Financial Partners (TFP) by correspondence. It was not validated as planned through a stakeholders' meeting to be chaired by MSPP or Prime Minister's Office. Awareness about this document was variable, suggesting that sharing within each stakeholder has not been optimal. There was overall satisfaction with the document, however some felt that spatial overlay and triangulation of different causal factors would better serve its purpose.
22. The second deliverable **Stakeholder and Nutrition Action Mapping** using the Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) collects and collates data about which actors do what, in which geographic zones and through which delivery mechanisms. It also calculates the geographic and population coverage of nutrition actions. The results are expected to contribute to improving planning at national and sub-national levels as well as other multi-sectoral nutrition processes such as coordination and implementation of CNAs.^{23 24 25} Discussion on the mapping started in August 2015 with CNSA, which had however already launched a mapping exercise as part of the review process of the PNSAN. Though CNSA agreed that SUN PMT is more rigorous, comprehensive and participative they chose not apply it because of time constraints. Throughout 2016, REACH facilitators persevered in their endeavour to have the mapping exercise conducted through regular discussions with CNSA and with the REACH CC. In July 2016, CNSA wrote a letter to the *Bureau de l'Ordonnateur National* (BON) requesting them to add the REACH-facilitated mapping on the agenda

²¹ REACH. 2016. Haïti - Analyse Multisectorielle de la Sécurité alimentaire et Nutritionnelle (Draft).

²² REACH. 2013. REACH Country Facilitator Manual (2nd Edition).

²³ REACH. 2016. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Overview.

²⁴ REACH. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Terms of Reference.

²⁵ REACH/BCG. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Training Guide.

of the next BON meeting with the Director Generals of MAST, MARNDR and MSPP to discuss next steps and agree on the selection of CNAs.

23. A mission to Haiti by UNN/REACH Secretariat was undertaken in June 2016 to further discuss the mapping exercise in the context of the finalization of the PNSAN expected in 2017 (its review initiated in 2015 was halted due to political instability).²⁶ Discussions have recently been initiated to test the tool with two sectors (MSPP and MARNDR) in late July 2017.
24. **Output 1.2 Consensus on CNAs.** REACH facilitators developed a draft list of CNAs with support from the UNN/REACH Secretariat. This list was based on the stocktaking document (output 1.1) as well as PNSAN and the *Politique Nationale de la Souveraineté et de Sécurité Alimentaire et Nutritionnelle en Haïti* (PNSSANH) drafts as well as discussions with various stakeholders (e.g., CNSA and CDES). Discussion and validation of CNAs by stakeholders could not be undertaken due to the absence of a multi-stakeholder platform.
25. **Output 1.3 Cost-Benefit Analysis.** Reference to the cost of hunger estimates of the PROFILES study was made in the first slide of the multi-sector analysis of FNS situation and various recommendations of the study have been streamlined into the MNO document.²⁷ References to the study's estimates were also made in the advocacy booklet "entitled" *Exemples de liens entre la Malnutrition et Divers Ministères Sectoriels – Faits et Chiffres* produced by REACH in 2016 as part of its contribution to advocacy (see paragraph 26); the journalist workshop on the multi-sectoral aspects of nutrition (December 2016); the joint EU-UN letter to the President on the SUN self-assessment exercise (2017) ; and WFP's strategic review exercise (2017).
26. **Output 1.4 National Advocacy and communication.** REACH planned to facilitate the development of a national advocacy strategy for nutrition in support of the government (Nutrition/MSPP and CNSA) in close collaboration with the agencies under the leadership of the REACH CC. No strategy was developed per se as there was already one developed in 2014 with FANTA's support under MSPP leadership. Hence a number of advocacy activities, which were discussed with CNSA, MSPP, MAST and REACH CC, were undertaken. Advice was also sought from the United Nations Country Team (UNCT) Communications Group. Facilitators prepared TORs for the service provider; costing and timeline were agreed with WFP and UNICEF. *Group Croissance* was awarded the contract in August 2016 for a 6 months period (September 2016-February 2017; extended to April 2017). By May 2017, the following activities were completed:
 - Radio broadcasts on: the results of the CNSA survey; the links between hunger and the different components of the HDI; the Humanitarian Response Plan developed by the Ministry of Planning and External Coordination (MPCE) in conjunction with the UN; the negative impacts of Hurricane Matthew on agriculture and the strategies that are being implemented to address them; the FNS situation following Hurricane Matthew; and the development of the fisheries sector in coastal cities.
 - Inserts published in the "Nouveliste" newspaper on: the importance of nutrition in emergencies; climate change and its impact on agriculture in Haiti; Integrated Food Security Phase Classification (IPC), social affairs and food security, PNSSANH and local governance of FNS.²⁸

²⁶ Bidault N. 2016. Rapport de Mission en Haïti.

²⁷ Reducing Malnutrition in Haiti: Estimates to Support Nutrition Advocacy Haiti Profiles 2013.

²⁸ IPC is a set of standardized tools for classifying the severity and magnitude of food insecurity.

- Television broadcasts on: the nutrition linkages with other sectors: MAST, CNSA, school health programme/ Ministry of Education (*Ministère de l'Education Nationale et de la Formation Professionnelle* - MENFP), MSPP and WHO/PAHO, CDES and Cité Soleil Mayor.²⁹
- Meeting organized in April 2017 with FENAM (*Fédération Nationale des Maires*) and mayors of vulnerable communes to raise their awareness about FNS governance issues. The meeting was expected to be the starting point of a process to be continued by CNSA through forthcoming departmental meetings held for PNSAN elaboration with EU funding.
- A two-days training workshop was held with journalists in December 2016.
- A booklet on the links between nutrition and different sectors, with facts and figures.³⁰ First drafts were shared with UN agencies and government, and several agencies contributed to its formatting and content. Even though it was not specifically mentioned as a deliverable in the CIP the booklet, which was developed by adapting the Compendium of Actions for Nutrition (CAN) tool to the country context, has served the dual purpose of advocacy and visibility.³¹

27. Although some stakeholders reported their discontent with the consultative process in planning the Newspaper inserts and television broadcasts, the proactivity of facilitators was acknowledged and there was overall satisfaction with the selected themes. The booklet was the most well-known; interviewees found it relevant and useful. It is difficult however to measure the degree to which these activities have contributed to raising awareness among decision-makers.

28. Progress made towards **outcome 1 “Increased awareness and consensus of stakeholders of the nutrition situation”** is assessed in REACH M&E system based on changes in the numbers of stakeholders supporting or implementing nutrition as shown in the table below.

Table 1: Progress in outcome 1					
Stakeholder group	Baseline	Endline	Trend	Target	Comment as per REACH endline data analysis
NGOs	20%	100%	↗	80%	Significant increase across the board in the largest NGOs supporting nutrition actions (all at endline compared to one at baseline).
Donors	100%	60%	↘	80%	At baseline the five largest donors supported nutrition; this has decreased (World Bank and Inter-American Development Bank investments in FSN having diminished greatly)
Government Ministries	60%	60%	→	80%	Three ministries have been and continue to be engaged in nutrition (health, education, agriculture). Efforts continue to sensitize the other Ministries.
UN Agencies	80%	100%	↗	80%	At baseline 4 of the 5 agencies in nutrition were consciously supporting nutrition (FAO, UNICEF, WFP and WHO). Since baseline, IFAD developed a pilot programme on the production of food with high nutritional value.
Source : REACH baseline and endline data for Haiti					

29. This indicator does not capture the essence of the outcome; it is weak in terms of specificity and relevance. For instance, the increase in the number of NGOs is likely to have resulted from an increased need to respond to emergencies (drought in 2015/16 and Hurricane Matthew in October 2016) than to REACH deliverables. Several interviewees felt that REACH facilitators have contributed to raising awareness about the multi-sectoral dimension of nutrition particularly through the booklet and their

²⁹ Group Croissance. 2017. Rapport des activités de septembre 2016 à mai 2017 dans le cadre du projet : « Plaidoyer en faveur de la sécurité alimentaire et nutritionnelle (SAN) »

³⁰ REACH. 2016. Exemples de liens entre la Malnutrition et Divers Ministères Sectoriels – Faits et Chiffres.

³¹ UNN for SUN/REACH Secretariat. 2016. Compendium of Actions for Nutrition

regular participation and inputs during various bilateral and group meetings such as the *Groupe Technique Sécurité Alimentaire et Nutritionnelle* (GTSAN) chaired by CNSA, and the *Comité Technique Nutrition* (CTN) chaired by the Director Nutrition/MSPP and which brings together partners working in nutrition for coordination, information sharing and contingency planning.

Outcome 2

30. **Output 2.1 Integration of nutrition in Government and UN Strategy.** This output includes the **Policy and Plan Overview (PPO)** and the identification of **opportunities for integrating nutrition into government's strategic and policy documents**. The purpose of the PPO is to determine the extent to which nutrition - in particular CNAs - are reflected in various national policies and hence serve as a diagnostic measure to guide successive REACH activities. This activity was not undertaken, as consensus on CNAs could not be obtained (see paragraph 24). REACH facilitators participated in/contributed to various strategies and programmes being developed. For instance, in collaboration with Agencies' NFPs, facilitators made contributions to the United Nations Sustainable Development Framework (UNSDF) 2017-2022, which is being currently finalized by the UNCT, and participated in relevant meetings. REACH facilitators also attended meetings and workshops on the formulation of the 11th European Development Fund (EDF) advocating for better integration of nutrition interventions within the FNS component.
31. **Output 2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan.** As shown in Annex 7, the role of REACH under this outcome is that of facilitation of government-led processes. The status of nutrition/food and nutrition security policies and strategies at the start of REACH in Haiti was as follows: National Nutrition Policy validated in 2012; PSN (2013-2018) developed by MSSP; on-going revision of PNSAN under the leadership of CNSA, and new policy "National Policy on Sovereignty and Food and Nutrition Security" (PNSSANH) being developed by CDES. In 2015, REACH facilitators have been actively involved in the review of PNSAN through regular participation in various meetings such as in GTSAN. Facilitators have also been working closely with CDES on the review of the PNSSANH policy matrix, providing consolidated contributions to make the matrix more multi-sectoral and inclusive. Work on these two important documents was halted for several months due to the political situation. CDES resumed its work on the document in September 2016, sending it to REACH and others for review, but the meeting planned to discuss the document was cancelled because of Hurricane Matthew. A recent letter from the Prime Minister has called for a Task Force to be established, requesting nine ministries and three entities (of which CNSA) to nominate focal points to resume the work on PNSSANH.³²
32. Two initially planned outputs "2.3 CNA uptake in sectoral annual work plans" and "2.4 Sub-national CNA Uptake" were rightly not retained in annual work plans as these are contingent to successful completion of the preceding output.
33. Progress made towards outcome 2 "**Strengthened national policies and programmes**" is assessed in REACH M&E through two indicators: state of the country's national nutrition policy and state of the country's national nutrition action plan based

³² Primature. 2017. Constitution de la Task Force pour la Finalisation du Document de Politique Nationale de la Souveraineté et de Sécurité Alimentaire et Nutritionnelle en Haïti (PNSSANH) - Letter

on a set of relevant parameters (such as date of the document, Government endorsement, etc.), which point to the need for updating the policy and strengthening the multi-sectoral focus in the strategic plan. REACH contribution to the various review processes in place was appreciated.

Outcome 3

34. Under this outcome, two CIP outputs out of four were not retained as considered untimely by the CC: output 3.2 capacity development and output 3.3 guidance material and training.
35. **Output 3.1 Coordination capacity** was reformulated and adapted to the context whereby REACH was to support existing coordination mechanisms in place rather than supporting the creation of an overall consultative framework as per the CIP. REACH facilitators participated on a regular basis in existing coordination group meetings (CTN and GTSAN) as well as in the emergency nutrition group following Hurricane Matthew.
36. REACH facilitators promoted the establishment of SUN networks. They actively participated in meetings with ACF about the establishment of the Civil Society Network. Meetings were also organized and facilitated by REACH to discuss a donor network: UN network meetings as well as meetings between the UN network and the EU to agree on joint positions and messages.
37. **Output 3.4 Information sharing.** Potential activities included exchange visits with other countries, annual good practice meetings or helping to organize a high-level event on nutrition. There were no requests for such support. Knowledge sharing also includes participation of REACH facilitators in global SUN gatherings together with the SUN focal point, who they support in preparing for these gatherings, and in REACH gatherings organized every eighteen months. The facilitators attended REACH gatherings (in March 2015 and November 2016) and the global SUN gathering (Milan 2015).
38. Progress made towards outcome 3 **Increased human and institutional capacity on nutrition actions at all levels** is assessed in REACH M&E through two indicators: coverage indicators relating to 13 CNAs for which data are extracted from national surveys and the capacity of the high level National Coordination Mechanism to govern and manage the implementation of the national nutrition plan. As there is still no overall coordination mechanism, assessment based on latter indicator points to a crucial problem requiring urgent action. For the first indicator, no new data are available since the baseline obtained from EMMUS V (*Enquête Mortalité, Morbidité et Utilisation des Services*) of 2012. In any case, these indicators are not relevant as not all initially planned outputs were acted upon and retained outputs 3.1 and 3.4 had little potential to contribute to increased human and institutional capacity. The need to strengthen and sustain human and inter-institutional mechanisms that can ensure that CNAs are adequately planned and implemented through the sectors concerned (agriculture and rural development, health and nutrition, social assistance) was considered a priority by the majority of interviewed stakeholders who also underlined the difficulties they also encountered in contributing to this important outcome.

Outcome 4

39. Under this outcome, outputs 4.1 effectiveness/implementation tracking and 4.2 accountability were not retained as they are contingent on the elaboration and validation of a multi-sectoral strategic plan (under outcome 2) and a multi-stakeholder

platform (under outcome 3) which could not be achieved. One output was maintained: Joint UN effectiveness, which includes three deliverables (see Annex 7). This output corresponds to outcome 5 of the UNN for SUN strategy 2016-2020 “Harmonized and Coordinated UN Nutrition Efforts”.³³

40. The inventory of UN nutrition actions was undertaken for seven UN agencies (FAO, IFAD, WFP, WHO, UNICEF, UNDP, UNFPA) in 2016. The results were shared with UN Agency Representatives/Deputy Representatives, NFPs and M&E officers in September 2016.
41. REACH facilitators organized a retreat to discuss UN contributions to FNS on 23-24 May 2017. It was attended by seven UN agencies (UNICEF, WFP, FAO, WHO/Pan American Health Organization (PAHO), IFAD, UNFPA and UNDP), the Resident Coordinator (RC) Office and the Office for the Coordination of Humanitarian Affairs (OCHA). The retreat had the following objectives: analyse current contributions and comparative advantage of the UN as well as gaps in their FNS programming vis-à-vis national plans; define a common UN vision for FNS and key priorities; clearly define the role of UN agencies in supporting FNS governance; and determine how the UNN will monitor its performance and ensure accountability of its work in supporting FNS. Key actions to be completed by end 2017 (UNN work plan) were agreed upon, including support to CDES in the revision of the PNSSANH; support to PNSAN (lead FAO with involvement of other agencies); joint advocacy messages with UNCT Communication Group and in collaboration with OCHA; and development of a multi-sectoral indicator framework for FNS to be monitored jointly.³⁴ Some questions remained unresolved and were further discussed in a meeting held in June, namely concerning arrangements for better working together as a Network through for instance better definition of linkages between the technical level (focal points) and the strategic level (heads of agencies), and how to integrate UNN focal point responsibilities into individuals’ work plans.
42. In July 2017, the REACH facilitators in collaboration with the NFPs prepared a draft joint UN agenda for FNS 2017-2020.³⁵ It is a declaration of intent for a common vision aiming to harmonize FNS strategic and programmatic priorities among UN agencies. It identifies national needs that still need to be addressed and/or that can be met more efficiently or effectively by UN agencies, taking into account their strengths and comparative advantage in supporting FNS in Haiti. The document proposes activities and processes, including a M&E framework, to strengthen FNS governance in Haiti and lays the ground for translating UN agencies individual commitments into tangible common actions.
43. Assessment of progress based on REACH M&E baseline/endline data analysis shows achievement of the target for indicator 4.3c with the establishment in 2016 of the UN Network co-chaired by WFP and UNICEF; a positive but insufficient progress in outputs 4.3a - no joint UN programme but one joint project bringing together 3 agencies and 4.3b with 5 agencies having appointed a NFP at endline versus 3 in 2015, two of them (FAO and UNICEF) having nutrition governance responsibilities in their TORs; and a joint UN agenda for FNS drafted.
44. There was no progress towards outcome 4 ***Increased effectiveness and accountability***, which is assessed in REACH M&E through three indicators, that track the establishment of mechanisms to: consolidate and analyse food and nutrition

³³ UNN/SUN. 2016. UNN Strategy 2016-2020

³⁴ REACH Haiti Facilitators. 2017. Restitution de l’atelier stratégique sur les contributions de l’ONU à la sécurité alimentaire et nutritionnelle (SAN) 23-24 mai 2017

³⁵ REACH Haiti. 2017. Agenda conjoint des Nations Unies pour la sécurité alimentaire et nutritionnelle en Haiti (2017-2021)

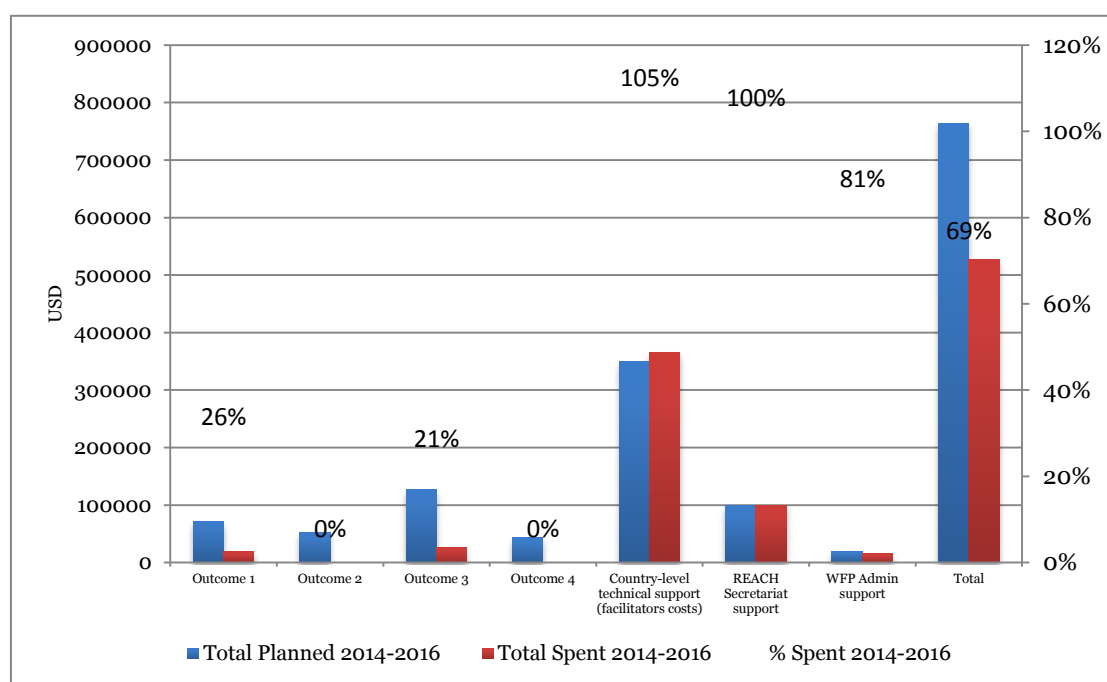
security impact data across sectors implemented and updated (<3 years old); track the implementation and funding of the national nutrition plan as none of the relevant outputs were retained in REACH annual work plans.

45. Though the UN inventory was conducted as planned in 2016 (it could not have been done earlier as the tool was piloted by the UNN/REACH Secretariat early 2015 and rolled out in countries starting mid-late 2015), there was agreement among interviewees that earlier planning of the inventory and retreat would foster ownership of agencies and alignment between REACH CIP and annual work plans with the agencies' plans of action/work plans from the start of REACH engagement in Haiti.

Efficiency

46. **Rate of budgetary implementation and timeliness of planned deliverables.** As can be seen in **Figure 2**, the CIP budget allocated for deliverables for 2014-2016 was underspent (69 percent of the total). As of 30 June 2017, 42 percent of the 2017-planned budget had been spent. As discussed under performance, many activities, which were expected to involve the recruitment of a service provider, were not accomplished (e.g., SUNPMT for which USD 35 000 were allocated). Others were only partially achieved (e.g., advocacy) or accomplished at no cost. For instance, under outcome 1, the MNO, for which USD 5 000 were allocated to cover the costs of a consultant, was conducted by the REACH facilitators with contributions from the FAO NFP. Reasons for not delivering some outputs or delays in implementation vis-à-vis annual work plans are discussed under section 2.2. Evaluation Question 2 - What are the explanatory/contributing factors explaining results?

Figure 2: Budgetary implementation 2014-2016



Source: REACH. Expenditures Tracking for Haiti Excel Sheet

47. Expenditures were in line with approved budget plans and there was no problem reported concerning the timeliness of funds requisition and release.

Equity

48. Three of gender-related commitments in the CIP, namely - integration of gender equality/women's empowerment in relevant sector policies and strategies; REACH advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender sensitive messages disseminated by the different partners/channels - were not explicitly reflected in REACH annual work plans. Stakeholders underlined that these activities are an integral part of the UN partner agencies' respective mandates and are streamlined into their technical support to national policies, processes and programmes.
49. As to analysis of relevant indicators with a gender perspective (the fourth commitment included in the CIP), the MNO and situation analysis dashboard (deliverables under outcome 1) have given due attention to gender issues as per REACH facilitators' manual, which does call for a "gender-sensitive situation analysis dashboard". In addition to presenting gender-disaggregated data when available and relevant, the causal analysis of malnutrition highlights the fact that inequity and gender-based violence are amongst the key determinants of malnutrition in Haiti (cf. slide 104).
50. Interviewed stakeholders' perceptions about REACH actual/potential contribution to equity/gender needs and gaps were sought (in some interviews the question on gender could not be addressed due to time constraints and the wish of interviewees to focus the discussion on the other questions, namely performance, challenges and recommendations): no specific role for REACH was anticipated by stakeholders or proposed for the future, beyond data analysis with a gender perspective that all stakeholders are committed to.

Key findings – Question 1

Effectiveness

- CIP planned outputs and deliverables significantly reduced in annual work plans in view of uncertainties in political situation and reshuffling of sector ministries, legislation gaps and absence of a multi-stakeholder platform
- MNO completed but not validated and insufficiently disseminated
- SUN PMT not yet undertaken in spite of persistent efforts of the REACH facilitators with support from UNN/REACH Secretariat
- Various deliverables promoting multi-sector approaches (inserts in newspaper, radio and television broadcasts involving various sectors) achieved in a collaborative manner
- Analysis of existing policies not undertaken, as consensus on CNAs not obtained
- Active involvement of facilitators in on-going reviews of PNSAN and PNSSANH
- Regular participation of REACH facilitators in CTN and GTSAN meetings
- Inventory of UN nutrition actions undertaken for seven UN agencies
- UNN retreat organized by REACH with UNN/REACH Secretariat support (May 2017)
- Draft joint UN agenda for FNS (July 2017)
- Overall difficulties in assessing/quantifying REACH contribution to the 4 outcomes

Efficiency

- Overall under-spending (some activities not undertaken and some produced at no cost)

Equity

- CIP gender-related expected results not explicitly reflected in annual work plans
- Gender duly addressed in REACH MNO and situation analysis dashboard
- No specific role/contribution of REACH on gender advocacy expected by stakeholders

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

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

51. The country faced political uncertainty throughout 2015 and 2016 with frequent protests. Following contested elections in 2015, a transitional government was installed in early 2016 with an interim President (whose three-month mandate ended in June) and interim Prime Minister. After multiple deferrals of second-round elections, Haiti's new President was sworn in on February 7, 2017. During this whole period, there were consequently several changes in ministers and key positions in sector ministries and coordination entities with which UN agencies and REACH interact, namely MSPP, MARNDR, MAST and CNSA (e.g. four coordinators).
52. Haiti was also hit by Hurricane Matthew in early October 2016 which strongly affected livelihoods in several departments; its impact added to pre-existing humanitarian needs throughout the country, notably related to the cholera epidemic and the continuing food security impact of El-Niño-induced drought. The hurricane further stalled nutrition governance processes as the country shifted again its focus to the emergency response. REACH facilitators participated in the Emergency Food Security Working Group (WG) and the Emergency Nutrition WG meetings, and tried to establish links the emergency food security and emergency nutrition groups, but their further involvement was halted due to differing views between REACH CC members on the role that REACH can play in the context of emergencies.
53. The absence of a multi-stakeholder platform bringing together MSPP and CNSA and other key stakeholders was the main constraint from the start and throughout REACH engagement in Haiti on initiating some activities, such as the Stakeholder and Nutrition Action Mapping which requires their endorsement and participation, or bringing some activities to successful completion through official validation and dissemination such as the multi-sectoral nutrition overview. Various attempts made bilaterally or jointly by agencies to trigger the establishment of such a platform, namely a letter sent to the Prime Minister by the RC on 22 May 2015 requesting a meeting to discuss its establishment, have not been successful. Moreover, there was lack of clarity regarding the status of CDES, with which REACH started working in June 2015: disbanded early 2016 but continuing to function. These changes had a negative impact on policy-making such as halting the review process of PNSAN and PNSSANH. The differing priorities and knowledge of/interest in nutrition governance of new appointees affected the steadiness of dialogue and limited or prevented adherence to REACH annual work plans and timely progress on deliverables.

REACH governance, facilitators' hosting arrangements and funding

54. Support provided by the UNN/REACH Secretariat through guidance material, country visits (four in total), monthly facilitators calls and other *ad hoc* advice requested by the facilitators or by members of the CC was generally considered to be helpful (see Annex 8).
55. The lack of clarity on lines of communications between the facilitators and different partners (within REACH CC as well as with Government counterparts and other stakeholders), delays in their formal introduction to key stakeholders, and the non-sharing of the CIP and annual work plans with Government counterparts through a

duly documented meeting (followed by a note for the record) contributed to misconceptions about REACH and wrong expectations.

56. The first proposal made in January 2015 by the REACH CC was for the international facilitator to be initially located in the premises of MSPP in order to effectively support the government in inter-ministerial coordination.³⁶ This option was not retained and after being hosted by UNICEF for the first few months, the CC decided for rotation amongst agencies (see paragraph 15). Stakeholders had differing arguments in favour or against the rotation option versus the MSPP option. During discussion of this issue, the most frequently mentioned preferred option was for an inter-ministerial entity (should there have been one in Haiti) in line with REACH focus on multi-sectoral nutrition governance. The rotation option was mentioned as favouring closer working relationship and collaboration between the facilitators and respective NFPs, as well as more interest and commitment on the part of the hosting agency. However, the changes from the original plan, whether justified or not, had a negative impact on MSPP buy-in for REACH.
57. Rotation poses administrative challenges in terms of office space and ease of access to the agencies' premises. Otherwise there was no major dissatisfaction with administrative arrangements.
58. Finally, difficult relationships between key individuals - namely between the international and national facilitator, between national stakeholders (e.g., MSPP and CNSA) and between the facilitators and some stakeholders (e.g. with the SUN focal point), have undermined progress by weakening partnerships.

REACH partners' commitment

59. Between 2015 and June 2017, there was a high staff turnover in REACH CC overseeing the facilitators (FAO: 2, WFP: 5, WHO: 2 and IFAD: 2); and among NFPs with whom facilitators are required to work closely (FAO: 3, UNICEF: 2, WFP: 3, WHO: 2 and IFAD: 2). Interviewees had varying degrees of acquaintance with REACH mandate, facilitators' role, work plan and deliverables. Insufficient knowledge of these elements accounts, at least in part, for the low level of engagement and limited support of some stakeholders to the REACH facilitators, with consequent negative effects on the scope of their work whether planned or in response to arising needs.
60. Facilitators were perseverant in mobilizing NFPs. Facilitators were also persistent in calling for regular meetings with NFPs; participation of NFPs has been uneven over the period as NFPs have a high workload and their priorities are guided by the project or thematic area (which has not always been nutrition or food security) to which they are assigned and for which they have been recruited within their agencies.

³⁶ CC. 2015. Letter to the Minister of Health

Key findings – Question 2

Negative impact on REACH performance:

- Poor government commitment with frequent changes in key government positions with differing priorities and knowledge of/interest in nutrition governance of new appointees
- Absence of a high-level multi-stakeholder platform and significant difference of views on the anchorage and leadership of nutrition governance processes among different sectoral ministries
- Recurrent natural disasters and focus of Government and partners on emergency response, with less attention on the emergency-development nexus
- Uneven REACH partners' commitment resulting partly from high staff turnover among REACH partner agencies (CC members and NFPs)
- Lack of clarity on REACH's role in emergencies

Enabling factors:

- Facilitators' commitment and perseverance
- REACH Secretariat support

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

61. Although relevance is not part of the evaluation criteria retained in the evaluation TORs, examining the alignment of proposed outcomes, outputs and deliverables with national priorities and confirming their endorsement by national authorities cannot be set aside as these elements are key to sustainability. Overall REACH proposed outcomes are aligned with identified priorities and only few interviewees questioned their relevance. However, as mentioned under performance, the political and policy contexts – namely the existence of separate nutrition and food security coordination mechanisms - have not been conducive to a consensual government buy-in of REACH proposed outputs and deliverables. No clear line of communication and consultation/decision-making processes could be established with Government counterparts regarding REACH activities. In the absence of a single designated interlocutor, official sharing of the MNO document had to be done through individual letters to sector ministries (MSPP, MAST and MARNDR) sent by the heads of their main counterpart UN agency.³⁷ A meeting to discuss the MNO was requested but did not materialize.
62. In REACH M&E framework, deliverables such as the multi-sectoral nutrition overview and stakeholder and action mapping are considered successfully achieved if they have been produced and shared (indicators 1.1a and 1.1b). However, when examining whether the MNO was officially validated and whether its update has been integrated into the national system or UN strategy, achievement is evaluated as insufficient. The insufficient involvement of national stakeholders in the elaboration of deliverables reduces their potential uptake into national governance processes.
63. The national facilitator position will continue until end 2017. REACH draft proposal for elements to be included in a transition plan (effective August 2017) was approved during a meeting held in mid-June. Main points include: shared responsibility of partner agencies in supporting the establishment of a multi-sector mechanism; update of the MNO with EMMUS VI data and testing the mapping tool to be led by REACH in close collaboration with agencies.

³⁷ Letters of WFP CD, FAO and WHO to MAST, MARNDR and MSPP sent in 2015.

64. No tangible steps have been taken for phasing-over UN coordination-related REACH functions to the UN Network through clearly defined priorities, budget and responsibilities. Some interviewees thought that streamlining facilitators' UN coordination-related functions into NFPs' TORs and having them assume this function on an alternating basis is a feasible option. Others thought that a full-time facilitator position was necessary as in most cases NFPs are recruited on a project fund, which limits the time they can allow for other non project-related activities.

Key findings – Question 3

- Overall adequacy of planned outcomes outputs vis-à-vis national priorities and identified gaps
- No official endorsement of REACH outputs/deliverables (absence of a pre-established agreement on consultation processes and non-existence of a single entity – multi-stakeholder platform - with whom to interact) and hence limited potential uptake into country nutrition governance processes
- REACH transition plan in progress

3. Conclusions and Recommendations

65. Based on the findings presented in the previous section, an overall assessment that responds to the evaluation questions is provided below. This is followed by six recommendations of how the REACH CC and UNN/REACH Secretariat can take action to build on the lessons learned.

3.1. Overall Assessment/Conclusions

66. **Overall assessment.** REACH CIP for Haiti was ambitious and strived at too far-reaching outcomes given the political, policy and humanitarian context. Despite a more realistic planning of outputs and deliverables through annual work plans, progress was slow and remained below set targets. Throughout 2015-till present, the focus on emergency response has diverted attention away from longer-term governance-related issues, although there is wide consensus among all stakeholders on the need to strengthen the humanitarian-development nexus. This is evidenced in the Humanitarian Response Plans (HRP) for 2016 and 2017-2018, which calls for fostering synergies and linkages between the Humanitarian Country Team (HCT) and the UNCT and for promoting multi-sectoral integration (nutrition, food security, WASH and health) in order to address the multiple causes of malnutrition, and ensure convergence of sectoral responses in terms of geographical coverage and population groups.
67. **Performance.** Overall, there was satisfactory progress in delivering outputs for which REACH is a service provider. REACH facilitators demonstrated their creativity in by initiating advocacy activities to raise awareness about the need for multi-sectoral approaches to tackle malnutrition and keep nutrition on the agenda.
68. Outputs to be delivered though facilitation were the most challenging and difficult to achieve as progress was undermined by the lack of will and willingness of concerned actors to address governance issues and by weak interpersonal skills among and between facilitators and key stakeholders. Facilitation was the most challenging task for the facilitators who were expected to be neutrally animating dialogue between groups of people who did not share the same interest or desire to reach an agreement.

Hence limited progress has been made overall on outcomes 2 to 4, which require further work.

69. Flexibility in yearly planning, which resulted in fewer outputs, than originally planned in the CIP, coupled with slow progress explains the significant under spending on outcomes, which allowed a one-year extension until end 2017. There was overall agreement that a two-year timeframe is too short in view of the complexity of nutrition governance in general and more specifically within the Haitian context.
70. Whilst no one questioned the relevance of streamlining gender into multi-sector policies and strategies, none proposed a specific contribution that REACH could have made beyond ensuring that the nutrition situation and causal analysis reflects and highlights gender inequalities as relevant.
71. **Factors affecting performance.** The political context (frequent changes in key government positions with differing priorities and knowledge of/interest in nutrition governance of new appointees) and particularly the policy context – namely the existence of separate nutrition and food security coordination mechanisms - have not been conducive to a consensual government agreement to/participation in REACH proposed outputs and deliverables. No clear line of communication and consultation/decision-making processes could be established with Government counterparts regarding REACH activities. High turnover among UN partner agencies (CC members and chair, and NFPs) was another major constraint on building coherence and consensus among them on the role of REACH in supporting their respective agendas and their own role in enabling REACH facilitators to deliver.
72. **Sustainability.** In the light of the above – mainly no official endorsement of REACH outputs/deliverables (non-existence of a single entity – multi-stakeholder platform - with whom to establish clear consultation and validation processes) – the potential uptake of REACH tools into country nutrition governance processes was limited.

3.2. Lessons Learned and Good Practices

73. Throughout 2016 and 2017 UN agencies and the EU advocated for the setting-up of a multi-stakeholder platform (e.g., joint advocacy messages in 2017). More concerted and harmonized efforts of the donor community would have been desirable and necessary to advance this important issue and enhance overall FNS governance and more specifically the accomplishment of REACH outputs and, in turn, attaining REACH set outcomes.
74. Whilst the primary focus of REACH when it started in Haiti was understandably to provide support to the Government, earlier support by REACH to “Harmonized and Coordinated UN Nutrition Efforts”, which started late 2016/early 2017, would have contributed to better alignment of REACH outcomes/outputs/deliverables with partner agencies strategies and programmes.
75. The MNO is a positive example of joint collaborative work between REACH facilitators and NFPs, and of REACH cost-efficiency. Producing a shorter version of the MNO on the request of REACH CC is also a good practice.

3.3. Recommendations

76. Based on the findings and conclusions of this evaluation, the recommendations of the evaluator are outlined below.

77. The first two recommendations concern Haiti. The other four concern future REACH engagement in other countries. These will be further refined and expanded in the final synthesis report of this evaluation, building on the findings, conclusions, lessons learned and good practices drawn from the five countries' evaluations.

78. Recommendation 1 – Priority areas for the remaining period of engagement of REACH in Haiti.

The national facilitator should focus her work on: 1) facilitating the review and validation process of the PNSSANH put in place by the Government; and 2) facilitating the Stakeholder and Nutrition Action Mapping on a pilot basis pending a joint request from concerned key stakeholders (MSPP and CNSA). These two areas are justified based on the following: the renewed high-level commitment to nutrition - letter from the Secretary General of the Prime Minister of 3 May calling for a Task Force to resume work on/finalize the PNSSANH; the consensual momentum among national and external stakeholders that is building around nutrition governance (e.g. EU 11th EDF); and the interest of key national stakeholders at central and decentralized levels to undertake the Stakeholder and Nutrition Action Mapping to feed into and stimulate the discussion on the emergency-development nexus.

- Responsibility: Haiti REACH CC with the support of UNN/REACH Secretariat
- Timeframe: September to December 2017

79. Recommendation 2 - Joint UN agenda/strategy for FNS aligned to the national priorities as well as the UNDAF.

Though no consensus emerged on whether and how to continue the REACH operational model through a dedicated full-time facilitator beyond REACH engagement in Haiti, the majority of stakeholders acknowledged the need for the UN agencies to continue and reinforce their efforts in information sharing but most importantly to adopt a common vision and implement a joint strategy building on their comparative advantage in supporting FNS in Haiti. The draft joint UN agenda for FNS, prepared by the REACH facilitators in collaboration with the NFPs, lays the ground for translating this awareness into concrete action. Finalization of this document and its validation should therefore be pursued.

- Responsibility: Haiti REACH CC
- Timeframe: September to December 2017

80. Recommendation 3 - Role of REACH in emergencies.

Clarify the role that REACH can play in emergencies building on the results of current reflection by the SUN Movement Secretariat on bridging the development-humanitarian divide during crises in the SUN Movement.

- Responsibility: UNN/REACH Secretariat
- Timeframe: Add to agenda of next UNN/REACH Steering Committee Meeting

81. Recommendation 4 - Country selection process and REACH design stages.

Notwithstanding donors' interests and requirements and based on lessons learned for generation 1 and 2 countries as well as from other more recent countries funded by Irish Aid for which different processes have been applied (i.e., no CIP, only work plan): refine and formalize the country selection process and the design stages of REACH engagement considering the following steps after receipt of a request to ensure transparency, coherence with national context and UN agencies mandates and programmes, and buy-in from all concerned partners (Government and UN):

- Desk review of the situation as it relates to REACH outcomes as per REACH TOC with results summarized along a set of well-defined parameters and criteria.
- Scoping mission to validate findings and develop a strategic framework/annual work plan that lends itself to further refinement.
- Review and finalisation of the strategic framework and an annual work plan to be accomplished within 3 months after the facilitator(s) take up their positions through consultations within the UN partner agencies and with relevant national entities.
- Validation of the framework and annual work plan through a multi-stakeholder consultative workshop bringing together UN agencies and relevant sectors and national nutrition coordination entities.
 - Responsibility: UNN/REACH Secretariat
 - Timeframe: As of first quarter of 2018

82. Recommendation 5 – **REACH logical framework and M&E system.**

In the light of REACH revised TOC and lessons learned from the implementation of REACH M&E, recruit a M&E expert to review and update REACH logical framework and M&E system, namely the choice of indicators and parameters for baseline and endline assessments.

- Responsibility: UNN/REACH Secretariat after approval of UNN/REACH SC
- Budget implications: recruitment of a M&E Expert (3-4 months)
- Timeframe: Second quarter 2018

83. Recommendation 6 – **REACH Standard Operation Procedures (SOP).**

Finalize the review and update REACH SOP 2013 in the light of: a) REACH revised TOC/role in UNN for SUN formalized in 2015; and b) evaluation recommendation (REACH Strategic Independent Evaluation conducted in 2015 and present evaluation)³⁸ that have implications on operational procedures.

- Responsibility: UNN/REACH Secretariat and UNN/REACH Steering Committee
- Timeframe: First quarter of 2018

³⁸ OEV. 2015. Strategic Evaluation. Joint Evaluation of Renewed Efforts Against Child Hunger and Under-Nutrition (REACH) 2011-2015

Annexes

Annex 1: Terms of Reference

THEMATIC EVALUATION:

End of Term Evaluation of

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

UN Network for SUN (UNN)/REACH Secretariat

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1. Introduction

1. These Terms of Reference (TOR) are for a thematic evaluation of REACH in Burkina Faso, Haiti, Mali, Myanmar and Senegal. This is an end of term evaluation commissioned by the UN Network for SUN (UNN)/REACH Secretariat and will cover the period from 2014-2017.
2. These TOR were prepared by the Evaluation Manager (EM), Tania Goossens, in consultation with the UNN/REACH Secretariat, following a standard template. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.
3. REACH - Renewed Efforts Against Child Hunger and undernutrition – is an inter-agency initiative that was established by the four initiating UN partner agencies: Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO) in 2008 in an effort to strengthen the fight against poverty and undernutrition. It was later joined by the International Fund for Agricultural Development (IFAD) as an adviser. REACH takes place in the context of the Scaling Up Nutrition (SUN) Movement which was established in 2010. SUN is currently active in 59 countries, galvanizing the support of multiple stakeholder Networks, including the UN Network for SUN (UNN), to reduce malnutrition. REACH is a country-centred, multi-sectoral approach to help strengthen national capacity for nutrition governance, which also includes support to all SUN Networks and other partner organisations to ensure effective engagement in multi-stakeholder processes and platforms. REACH is based on a theory of change³⁹ which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved⁴⁰. It also assumes that improved nutrition governance requires progress towards increased awareness and stakeholder consensus, strengthened national policies and programmes, increased human and institutional capacity, and increased effectiveness and accountability. After three pilot countries started in 2008, the REACH Memorandum of Understanding (MOU) was signed by the initiating partners in December 2011 and REACH was fully operational by 2012. In March 2015, the initiating partners agreed to extend REACH through a re-validated MOU with WFP remaining as designated host agency. It was also confirmed that REACH serve as the secretariat for the UN Network for SUN (UNN), previously co-facilitated with the UN Standing Committee for Nutrition.

2. Reasons for the Evaluation

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

³⁹ Please see annex 1 for the full theory of change.

⁴⁰ Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume I Evaluation Report. Oxford: Mokoro Ltd, October 2015.

2.1. Rationale

5. Monitoring and evaluation is a high priority for REACH in order to build understanding of its effect on improving nutrition governance and ultimately nutrition outcomes in participating countries; for knowledge sharing and learning across REACH countries and with other stakeholders. Since nutrition governance must be tailored to each unique situation and is led by government, lesson learning and knowledge sharing are strongly linked to REACH's goal achievement and has, therefore, been a high priority. The evaluation aims to address aspects that cannot be understood through routine monitoring, in particular the extent to which REACH's outcomes have been achieved, factors affecting REACH outcome achievement and a comparison of country experiences in REACH implementation.
6. An independent external evaluation⁴¹ (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government⁴². Serving the dual purpose of accountability and learning, it assessed REACH's relevance and appropriateness, performance, the factors explaining results, and sustainability. A summary of the findings can be found in Annex 2. In 2014, Global Affairs Canada (GAC) funded four additional REACH generation 2 countries (Burkina Faso, Myanmar, Haiti and Senegal) and provided additional funding to Mali. The generation 2 countries were not part of the IEC given the short implementation time at the time of the evaluation. However, as per the donor agreement, each country is expected to have an external evaluation linked to their Country Implementation Plans (CIP). As funding for these countries will terminate at the end of 2017, this end-term evaluation will focus on these four countries and Mali. The evaluation is timed so as to allow country visits to be undertaken while all facilitators are still in country.
7. The findings and recommendations of the evaluation will inform the UNN/REACH Secretariat and participating countries of progress and effects and enable them to understand how their own experiences compare to those of other countries. This is important information to improve current and future programmes. The findings of this evaluation will likewise provide evidence on which the Canadian government, and other donors can make a decision about future funding.

2.2. Objectives

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

⁴¹ 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.

⁴² Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

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

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

2.3. Stakeholders and Users

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

Table 1: Preliminary Stakeholders' analysis⁴³

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

⁴³ This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

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 Series⁴⁴.
13. REACH takes place in the context of other UN and global initiatives on nutrition. The SUN Movement was launched in 2010 and is currently active in 59 countries. With the governments of countries in the lead, it unites stakeholders from civil society, the UN, donors, businesses and academia in a collective effort (SUN Networks) to end malnutrition in all its forms. REACH is a country-centred, multi-sectoral approach to help strengthen national capacity for nutrition governance, which also includes support to all SUN Networks and other partner organisations to ensure effective engagement in multi-stakeholder processes and platforms.
14. In March 2015, the four principals of FAO, UNICEF, WFP and WHO agreed to extend REACH through a re-validated MOU and WFP remain the designated host agency. The principals also confirmed that REACH serve as the secretariat for the UNN, a role previously co-facilitated with UNSCN. The UNN supports the achievement of all Sustainable Development Goals (SDGs) and the Agenda 2030, with a specific focus on Goal 2, as endorsed by the United Nations Decade of Action on Nutrition (2016-2025). The UNN Strategy (2016-2020) further situates REACH within the UNN with tools, human resources and experiences that can be drawn upon, for support in response to assessed needs, where extra support is needed and where funding is available. UNNs are present in all SUN countries while REACH support is present in only a sub-set of SUN countries, depending on demand from national government and the UNN.

⁴⁴ Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

3.2. Subject of the evaluation⁴⁵

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 and facilitation.
19. Knowledge sharing systems are established and coordination mechanisms are set up. The multi-sectoral approach aims to engage relevant government ministries across relevant sectors on nutrition-specific and nutrition-sensitive actions to ensure resources are used most effectively to reach those children in need.
20. The ultimate beneficiaries of REACH are women and children under five years of age, the most affected vulnerable populations with nutritional deficiencies. REACH supports the integration of gender equality and women's empowerment in the different policy documents and strategies and in planning, implementation and monitoring and evaluation of the different sectors engaged in nutrition. Indicators are broken down by sex and data is analysed with a gender perspective.
21. As shown in the REACH log frame⁴⁶ (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:

⁴⁵ 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.

⁴⁶ The REACH log frame was first drafted in 2011 and a second version, with a reduction in the number of impact, outcome and output indicators, was produced in 2013. The log frame has not undergone any further changes; except that the language around Core Priority Interventions has been changed to Core Nutrition Actions.

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

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

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

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

22. REACH began in three pilot countries⁴⁷. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011 in eight additional countries⁴⁸. In 2014, the Canadian Department of Foreign Affairs, Trade and Development (DFATD) signed a grant to provide funding to four generation 2 countries (Burkina Faso, Haiti, Myanmar and Senegal) and additional funding to Mali, a generation 1 country. Implementation began in mid-late 2014 (Burkina Faso and Senegal) and early-mid 2015 (Haiti and Myanmar). An overview of REACH resources to and country budgets can be found in Annex 5.
23. REACH has been successful in providing a unique, neutral facilitating and catalytic function at country level, resulting in it being recognized as SUN “boots on the ground” in the 2015 evaluation. It has been equally recognized for its quality tools and strong competent staff. Challenges with REACH have been with regards to building national ownership of the approach and its tools as well as UN agency participation, both of which have impacted the sustainability of efforts post-REACH. This appears less of a challenge for generation 2 countries following the establishment of UNN for SUN at country level and clarity around the role of REACH as a service of the UNN. REACH tools have also been fine-tuned and become much more embedded in the country nutrition governance process. Cumulative processes and learnings of REACH have helped accelerate progress in generation 2 countries. One remaining challenge for REACH is in mobilizing long-term funding to be able to implement the approach over a five year period, as recommended by the evaluation in 2015, and to be able to respond to country requests for support. REACH has, however, managed to diversify its donor base.

4. Evaluation Approach

4.1. Scope

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

⁴⁷ Laos and Mauritania in 2008 followed by Sierra Leone in 2010

⁴⁸ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

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

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

4.2. Evaluation Criteria and Questions

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

Question 1: Performance at the country level⁴⁹:

- 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

⁴⁹ Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

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

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

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

Question 3: Sustainability

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

4.3. Data Availability

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

4.4. Methodology

33. This section presents the overall preliminary methodology for the evaluation. Building on this, a complete methodology guide will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria [effectiveness; efficiency; sustainability];

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

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

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

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

4.5. Quality Assurance and Quality Assessment

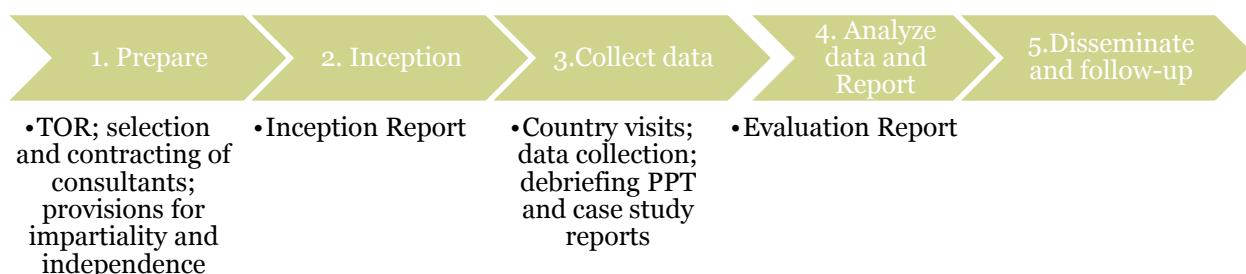
36. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
37. DEQAS will be systematically applied to this evaluation. The WFP EM will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.
38. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
39. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP's Office of Evaluation in Headquarters provides review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
 - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
 - b. recommendations on how to improve the quality of the final inception/evaluation report
40. The EM will review the feedback and recommendations from QS and share with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards^[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.⁵⁰

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

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

7. Roles and Responsibilities of Stakeholders

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

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

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

b- Evaluation Manager:

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

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

⁵⁰ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

UNN/REACH Secretariat⁵¹. 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 stakeholders⁵². The ERG will review the evaluation products as further safeguard against bias and influence.
64. WFP Country offices will provide logistical and administrative support to the evaluation team as appropriate
65. Stakeholders in participating countries and at the REACH Secretariat will be asked to provide information necessary to the evaluation; be available to the evaluation team to discuss REACH, its performance and results; facilitate the contacts with stakeholders; and help set up meetings. A detailed agenda will be presented by the evaluation team in the inception report.
66. **The Office of Evaluation (OEV)**. OEV will advise the EM and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective.

8. Communication and budget

8.1. Communication

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

8.2. Budget

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

⁵¹ A list of members can be found in Annex 6.

⁵² idem.

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

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

Annex 1 REACH Theory of Change

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

REACH Theory of Change



Annex 2 Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015⁵³

CONCLUSIONS

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.

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.

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.

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.

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.

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.

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.

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.

⁵³ 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 countries⁵⁴ 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.

⁵⁴ SUN covers 55 countries (<http://scalingupnutrition.org/sun-countries>).

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

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

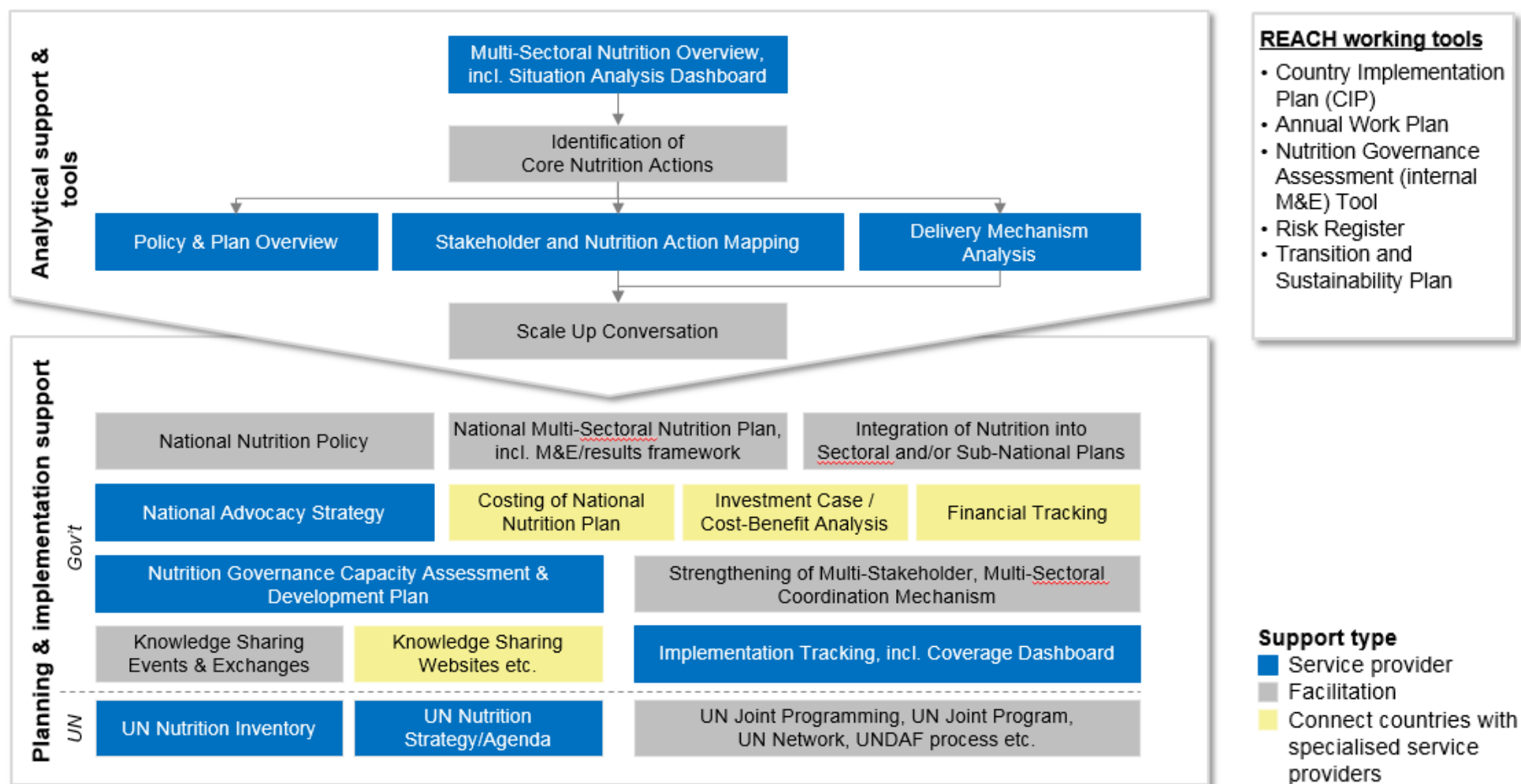
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better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

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

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

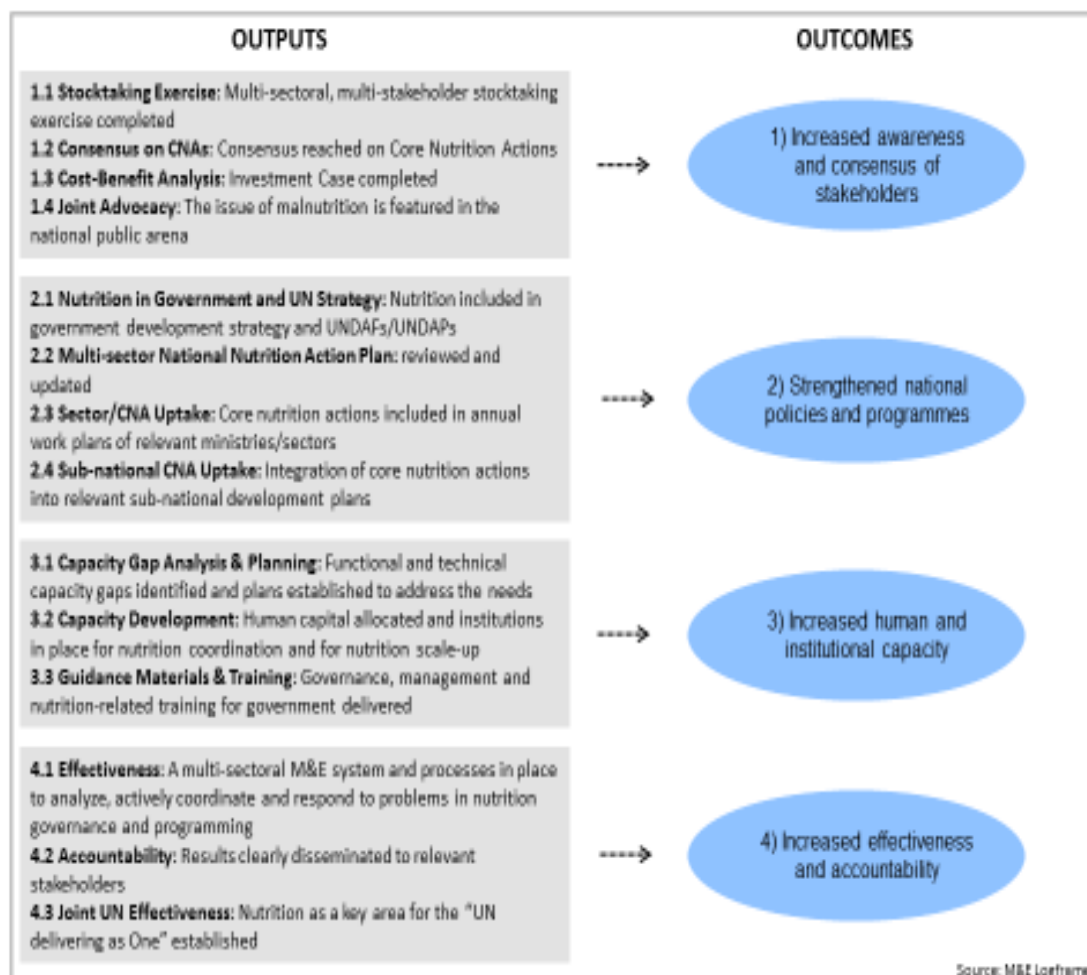
54. **Recommendation 8:** Country-level implementation of REACH should continue to be guided by CIPs and annual plans. However, CIP processes should be revised to ensure maximum leadership and buy-in from all stakeholders. CIPs should also adopt an approach to ensuring that equity and gender issues are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

Annex 3 REACH deliverables and tools



Annex 4 REACH Log frame

REACH activities are designed to produce various outputs



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

REACH active donor grants

Donors	Contribution	USD	Grant Validity	Countries
EU	EUR 550,000	586,980	Feb 2017-April 2018	Chad
Irish Aid	EUR 1,000,000	1,086,957	Dec 2016-Dec 2017	Lesotho, Sierra Leone, Zimbabwe & Tanzania
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-Pellier, 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 (as per respective CIP and annual work plans)? Note: the 5 th outcome as per UNN for SUN strategy 2016-2020 is embedded under Outcome 4	1.1.1 What progress has been made in delivering outputs and achieving REACH's four outcomes: a) Increased awareness and consensus b) Strengthened national policies and programmes c) Increased human and institutional capacity on nutrition d) Increased effectiveness and accountability 1.1.2 Was there any intended positive or negative outcome? 1.1.3 How did the realization of intended outcomes vary between countries? 1.1.4 Where was REACH most successful, where least and why?	Actual versus planned REACH outputs (what has been done): a) Stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy b) Nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update c) Capacity gap analysis & planning; capacity development; guidance materials & training d) Multi-sector M&E; accountability; joint UN effectiveness Stakeholders perceptions about the quality and timeliness of REACH support to the above and about the relevance of these outputs vis-à-vis national priorities Intended outcomes versus actual outcomes (endline compared to baseline data)	Stakeholders interviews REACH Secretariat REACH CC UNN Chairs ⁵⁵ REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC Document review REACH documents and data (CIP, annual work plans, baseline and endline data; meetings and workshop reports) National policy and strategy documents	Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings

⁵⁵ UNN Chair may be the representative of one of the four UN REACH agencies (hence also interviewed as member of the Country CC) but this is not always the case

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1.2 Equity: to what extent have REACH outputs and outcomes addressed equity considerations, including gender equity?	<p>1.2.1 To what extent were gender commitments in respective CIPs implemented?</p> <p>1.2.2 To what extent are REACH outputs and outcomes moving towards achieving intended impacts on women and children?</p> <p>1.2.3 Did REACH address nutrition-related equity/gender needs and gaps? If yes how and if not, what could/should it have done?</p> <p>1.2.4. How did equity considerations vary between countries?</p> <p>1.2.5 Where was REACH most successful, where least and why?</p>	<p>Evidence of REACH contributing to: integration of gender equality/women's empowerment in relevant sector policies and strategies; and to analysis of relevant indicators with a gender perspective.</p> <p>Evidence of REACH advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender sensitive messages disseminated by the different partners/channels</p> <p>Evidence of prioritization of women and children under 5 (e.g., in CNAs and multi-sector nutrition policies)</p> <p>Stakeholders' perceptions about REACH actual/potential contribution to nutrition-related equity/gender needs and gaps</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms)</p> <p>Document review REACH documents and data (CIP, annual work plans, mission reports) National policy and strategy documents</p>	<p>Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings</p>
Q1.3 Efficiency: to what extent were resources/inputs (such as funds, expertise, time, etc.) used optimally to achieve intended outputs?	<p>1.3.1 Were resources optimally planned and used in relation to intended outputs?</p> <p>1.3.2 Were REACH administrative/management arrangements conducive to timely delivery of set outputs?</p> <p>1.3.3 Where was REACH most efficient, where least and why?</p>	<p>Rate of budgetary implementation Compliance of expenditures with approved budget plans Timeliness of funds requisition and release Timeliness of delivered outputs</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms)</p> <p>Document review Annual Progress Reports Expenditure tracking sheets</p>	<p>Semi-structured individual interviews Collecting and analysing secondary information from existing databases In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings</p>
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?	<p>2.1.1 Were REACH implementation plans negatively or positively affected by exogenous factors? And if so which?</p> <p>2.1.2 What has led to increased success, what was missing that could have helped, what led to complications?</p> <p>2.1.3 How did positive and negative contributory/explanatory factors vary between countries? Are there communalities between countries?</p> <p>2.1.4 Where was REACH most successful, where least and why?</p>	<p>Positive and negative exogenous factors that affected implementation of planned outputs, such as: political stability; policy environment; climatic hazards or man-made disasters; technical and human resources capacity of relevant government entities</p> <p>Awareness/knowledge/perceptions of internal and external stakeholders of REACH mandate, facilitators role and work plan</p> <p>Positive and negative factors that affected adherence to annual work plans</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-stakeholder platforms)</p> <p>Document review Country sector analysis reports/nutrition profiles from different sources Minutes of multi-stakeholders meetings</p>	<p>Semi-structured individual interviews Document review: systematic analysis of different types documents In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
Q2.2 How have REACH performance and results been affected by its own governance and management at country level?	<p>2.2.1 Were REACH implementation plans negatively or positively affected by institutional arrangements? And if so which?</p> <p>2.2.2 How did positive and negative factors vary between countries? Are there communalities between countries?</p> <p>2.2.3 Where was REACH most successful, where least and why?</p>	<p>Areas where governance and management have been a positive influence and where negative (intentional or not): placement arrangements, funding mechanisms, procedures, etc.</p>	<p>Stakeholders interviews REACH CC REACH facilitators UN agencies nutrition focal points</p> <p>Document review</p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
Q2.3 Did REACH partners provide the necessary commitment, agreement and actions to support REACH to achieve its objectives?	<p>2.3.1 Are processes put in place to ensure dialogue and joint actions?</p> <p>2.3.2 How did partners' commitment and engagements vary between countries? Are there communalities between countries?</p>	<p>Existence of processes for dialogue and joint actions</p> <p>Levels of commitment amongst partners (attendance at meetings, interactions, evidence of joint working/ joint initiatives)</p>	<p>Stakeholders interviews REACH SC REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators</p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through</p>

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

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

Annex 3: Mission Schedule

Day	Time	Organisation	Name	Function	Location
27 June	17h-19h	REACH	Agnes Solano	International Facilitator	Hotel Karibe
28 June	08h-08h30	WFP	Claude Barthelemy	Security Officer	WFP
	10h-11h	CDES	Louis-Naud Pierre	General Coordinator	CDES
			Eric Paul	Officer in charge Coordination & Harmonization	
			Jean Ronny Merisier	Officer	
	12h30-13h30	FAO	Kokou Amouzou	Project Officer/Food Security and Nutrition Governance	FAO
	15h-16h	WFP	Ronald Tran Ba Huy	Country Director	WFP
	16h30-17h30	UNICEF	Marc Vincent	Country Representative	UNICEF
29 June	09h-10h30	MSPP	Dr Joseline Marhone	SUN Focal Point/Director Nutrition MSPP	MSPP
	14h-15h	UNICEF	Dominique Brunet	Nutrition Specialist	Hotel Karibe
30 June	10h-11h	WFP	Rose Myriam Origene	National Nutrition Officer/ Nutrition Focal Point	WFP
	11h30-12h30	REACH	Agnes Solano	International Facilitator	WFP
1-2 July	Consultant preparation for debriefing				
3 July	10h-11h	CNSA	Harmel Cazeau	Coordinator	CNSA
	13h30-15h00	REACH	Marie-Mona Alexis	National Facilitator	Hotel Karibe
	15h15-18h00	REACH	Agnes Solano	International Facilitator	Hotel Karibe
4 July	09h-10h	DUE	Massimo Scalorbi	Chief of Operations	DUE
			Ambroise Mazal	Officer in charge Rural Development, FS & Environment	
	11h15-12h15	IFAD	Huguenel Alezi	Nutrition Focal Point	UNDP
5 July	10h-11h	OCHA	Nadege Nodji Mbairaroua	Chief Field Coordination	OCHA
	14h30-15h30	ACF	Ruth Climat	Advocacy Officer	ACF
6 July	10h-11h00	FAO	Nathanael Hishamunda	Country Representative	FAO
	11h15-12h15	Canadian Embassy	Marie-Eve Castonguay	First Secretary	Embassy
	Departure consultant				

Annex 4: Stakeholders Interviewed

Organisation	Name	Function
Internal Stakeholders		
REACH Secretariat	Nancy Walters	REACH Global Coordinator
REACH Haiti	Agnes Solano	International Facilitator
	Marie-Mona Alexis	National Facilitator
Members REACH of Country Committee		
FAO	Nathanael Hishamunda	Country Representative
WFP	Ronald Tran Ba Huy	Country Director
UNICEF	Marc Vincent	Country Representative
Nutrition Focal Points UN Agencies and IFAD		
FAO	Kokou Amouzou	Project Officer/Food Security and Nutrition Governance
UNICEF	Dominique Brunet	Nutrition Specialist
WFP	Rose Myriam Origene	National Nutrition Officer
IFAD	Huguenel Alezi	Consultant
GAC		
Canadian Embassy	Marie-Eve Castonguay	First Secretary
External Stakeholders		
SUN Focal Point	Dr Joseline Marhone	SUN Focal Point/Director Nutrition MSPP
Conseil de Développement Economique et Social (CDES)	Louis Naud Pierre	General Coordinator
	Eric Paul	Responsible for Coordination and Harmonisation of Sectoral Policies
	Jean Ronny Merisier	Officer
CNSA	Harmel Cazeau	Coordinator
EU	Massimo Scalorbi,	Chief of Operations
	Ambroise Mazal,	Rural Development, Food Security and Environment Officer
OCHA	Nadege Nodji Mbairaroua	Chief Field Coordination
ACF	Ruth Climat	Advocacy Officer

Annex 5: Data Collection Tool

Background

1. *What was the situation in like before REACH and what were the outstanding challenges?*
2. *What was your perception about REACH's capacity to solve/alleviate these challenges?*
3. *Overall, did REACH meet fall short or exceed these 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 gender and 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 the Performance of REACH?*

Sustainability of REACH (EQ3)

11. *To what extent are the outcomes that REACH facilitated/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

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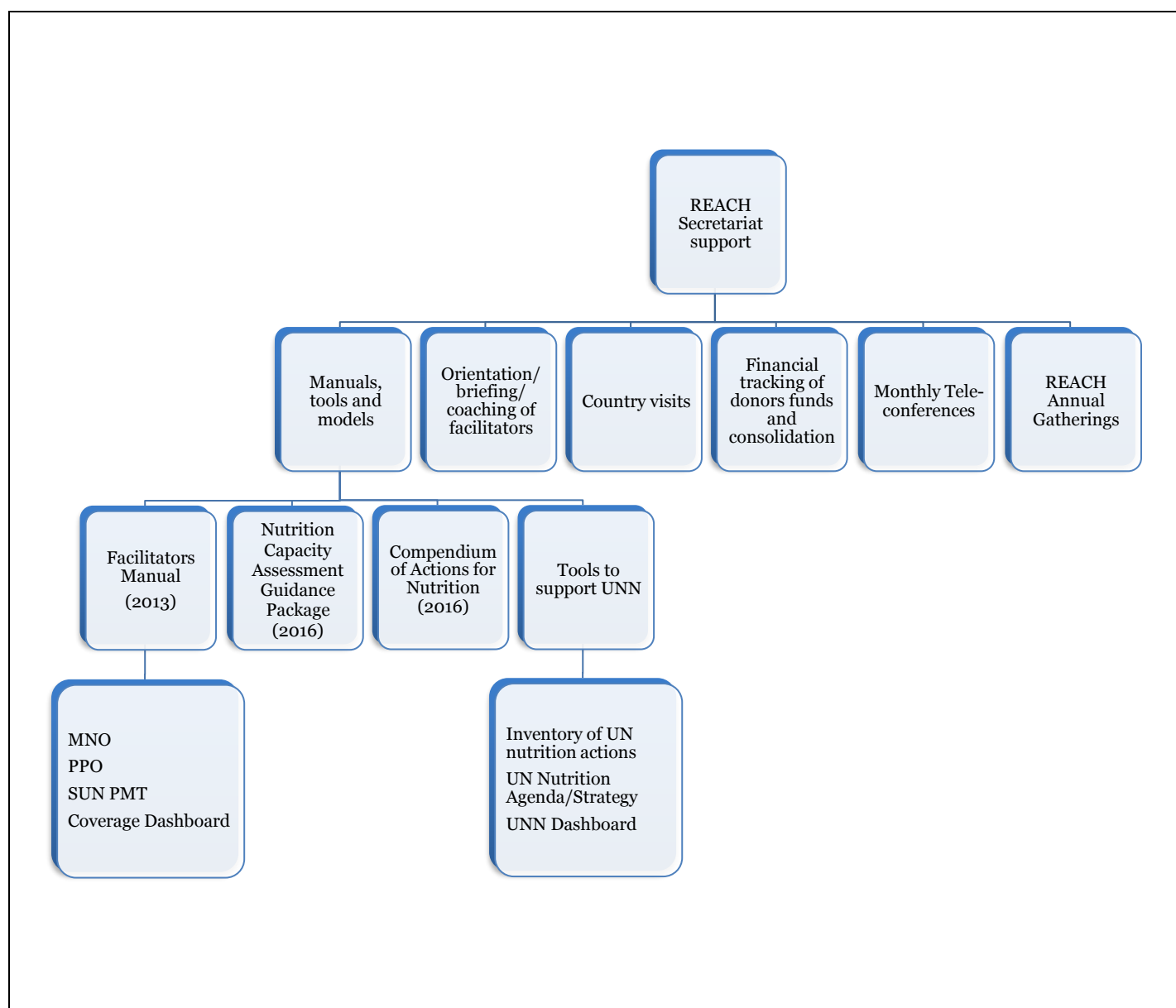
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Annex 7: REACH planned outcomes, outputs and activity categories

Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation	
1.1 Multi-sector & multi-stakeholder stocktaking	
<i>Multi-sectoral nutrition overview</i>	✓
<i>Stakeholder and nutrition action mapping</i>	✓
1.2 Consensus of Core Nutrition Actions (CNA)	
<i>Facilitate prioritization of CNAs</i>	✓
1.3 Cost-Benefit Analysis: Investment Case (IC)	Only in 2016
<i>Facilitate integration of IC recommendations e.g. in advocacy strategy</i>	
1.4 National Advocacy and communication	In 2016 & 2017
<i>Develop strategy</i>	
<i>Identify dissemination opportunities</i>	
<i>Help identify nutrition champions</i>	
Outcome 2 Strengthened national policies and programmes	
2.1 Incorporation of nutrition in Government and UN Strategy	In 2015 only
<i>Review of existing policies</i>	
<i>Leverage opportunities to integrate nutrition in government policies & strategies</i>	In 2015 only
2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan	In 2016 and 2017
<i>Identify opportunities to align nutrition and FS strategies</i>	
<i>Support development of common results framework-CRF</i>	
2.3 CNA uptake in sectoral annual work plans	In 2015 only
<i>Advocate for nomination of nutrition focal points</i>	
<i>Advocate for CNA integration in sector annual plans</i>	
2.4 Sub-national CNA Uptake	
<i>Analyse decentralized plans</i>	
<i>Advocate for CNA integration into decentralized plans</i>	
Outcome 3 Increased human and institutional capacity	
3.1 Coordination capacity	Maintained in 2015 and then replaced by: "Under the leadership of the REACH CC, support the coordination of sectors related to nutrition through existing mechanisms that bring together key sectors and partners"
<i>Analyse existing consultative frameworks of at national and department level</i>	
<i>Support identification/creation of an overall consultative framework for the operationalization of CRF</i>	
<i>Revise/draft TOR for proposed nutrition coordination mechanisms</i>	
<i>Promote and support establishment of other SUN networks</i>	
3.2 Capacity development	
<i>Undertake functional competencies capacity gap assessment for different sectors</i>	
<i>Develop costed capacity development plan</i>	
3.3 Guidance material and training	
<i>Develop capacity development training at national and departmental level.</i>	
<i>Train focal points and key stakeholders on nutrition governance</i>	
<i>Develop training material on nutrition governance and management targeting stakeholders at national and departmental level</i>	
3.4 Establishment of a knowledge-sharing network	In 2016 and 2017
<i>Ensure dissemination of experiences/studies/research and facilitate documentation of case studies on best practices</i>	
<i>Facilitate exchange on experiences/best practices</i>	
Outcome 4 Increased effectiveness and accountability	
4.1 Effectiveness/Implementation tracking	
<i>Finalize M&E framework for CRF</i>	
<i>Identify existing information systems to obtain the necessary data about CNAs</i>	In 2015 only
<i>Promote/support the integration of indicators on CNAs in existing information systems</i>	
<i>Define dashboard to reinforce information sharing to monitor implementation and facilitate decision-making</i>	
<i>Strengthen capacity of coordination mechanism to compile and analyse data</i>	
4.2 Accountability	
<i>Support development of coverage dashboard</i>	
<i>Support a performance review of nutrition indicators</i>	
4.3 Joint UN effectiveness	
<i>Integrate nutrition as a cross cutting theme in Haiti transition plan</i>	✓
<i>Support establishment and functioning of the UNN network</i>	✓
<i>Support the development of a UN joint strategy on nutrition</i>	✓
Colour coding	

Outputs and deliverables as planned in CIP			Outputs and deliverables in annual work plans
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process	Not retained

Annex 8: UNN/REACH Secretariat Support



List of Acronyms

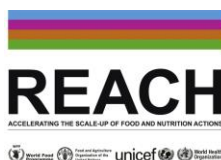
BON	<i>Bureau de l'Ordonnateur National</i>
CAN	Compendium of Actions for Nutrition
CDES	<i>Conseil de Développement Economique et Social</i> – Economic and Social Development Council
CIP	Country Implementation Plan
CNA	Core Nutrition Action
CNSA	<i>Coordination Nationale de la Sécurité Alimentaire</i> – National Coordination of Food Security
CO	Country Office
CRF	Common Results Framework
CSO	Civil Society Organization
DEQAS	Decentralized Evaluation Quality Assurance System
DFATD	Canadian Foreign Affairs, Trade and Development
DHS	Demographic and Health Survey
EC	Evaluation Committee
EDF	European Development Fund (<i>Fond Européen de Développement - FED</i>)
EMMUS	<i>Enquête Mortalité, Morbidité et Utilisation des Services</i>
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
FENAM	<i>Fédération Nationale des Maires</i>
GAC	Global Affairs Canada
GAM	Global Acute Malnutrition
GBV	Gender-Based Violence
HCT	Humanitarian Country Team
HDI	Human Development Index
HRP	Humanitarian Response Plan
IEC	Independent External Evaluation
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
MARNDR	<i>Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural</i> - Ministry of Agriculture, Natural Resources and Rural Development
MAST	<i>Ministère des Affaires Sociales et du Travail</i> - Ministry of Social Affairs and Labour
MENFP	<i>Ministère de l'Education Nationale et de la Formation Professionnelle</i> – Ministry of National Education and Vocational Training
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding

MPCE	<i>Ministère du Plan et de la Coordination Externe</i> - Ministry of Planning and External Coordination
MSLS	Monthly Subsistence Living Sum
MSPP	<i>Ministère de la Santé Publique et de la Population</i> - Ministry of Public Health and Population
MSP	Multi-stakeholder platform
NFP	Nutrition Focal Point
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PNSSANH	<i>Politique Nationale de la Souveraineté et de Sécurité Alimentaire et Nutritionnelle en Haïti</i>
PPO	Policy and Plan Overview
PSN	<i>Plan Stratégique Nutrition –Nutrition Strategic Plan</i>
RC	Resident Coordinator
REACH	Renewed Efforts against Child Hunger and undernutrition
SC	Steering Committee
SUN	Scaling Up Nutrition
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNEG	United Nations Evaluation Group
UNDSS	United Nations Department of Safety & Security
UNICEF	United Nations Children’s Fund
UNN	UN Network for SUN
USAID	United States Agency for International Development
UNSDF	United Nations Sustainable Development Framework
WFP	World Food Programme
WG	Working Group
WHO	World Health Organisation
SOP	Standard Operation Procedures

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



World Food Programme



Global Affairs
Canada

Affaires mondiales
Canada