

Decentralized Evaluation

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

September 2017

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Acknowledgements

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

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

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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 to support government-led nutrition governance efforts by pursuing four outcomes: 1) increased awareness and consensus of the nutrition situation among stakeholders; 2) strengthened national policies and programmes; 3) increased human and institutional capacity on multi-sectoral nutrition governance at all levels; and 4) increased effectiveness and accountability of stakeholders. The objectives of this evaluation are: 1) accountability—assess and report on the performance and results of REACH; 2) learning—determine the reasons why certain results occurred or not, draw lessons and derive good practices. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
2. The main stakeholders and users of the Mali evaluation are: the UNN/REACH Secretariat; the REACH Country Committee, made up of country-based heads of partner agencies the World Food Programme (WFP), the United Nations Children's Fund (UNICEF), the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO); UN nutrition focal points; the SUN government focal point; *Ministère de la Promotion de la Femme, de l'Enfant et de la Famille* (Ministry for the Promotion of Women, Children and Families); *Ministère de l'Éducation Nationale* (Ministry of National Education); *Ministère de l'Agriculture* (Ministry of Agriculture); *Ministère de la Santé et de l'Hygiène Publique* (Ministry of Health and Public Hygiene); *Ministère de la Solidarité et de l'Action Humanitaire* (Ministry of Solidarity and Humanitarian Action); the Coordination Cell; the *Division de Nutrition* (DN, Directorate, Nutrition Division) of the Ministry of Health and Public Hygiene; the Faculty of Medicine (Master in Nutrition); SUN Networks (Civil Society, United Nations, Business, Parliamentarians); and donors engaged in nutrition (Canadian Bilateral Cooperation, USAID, European Delegation). The UNN/REACH Secretariat and its four United Nations partner agencies at global and country level will use these evaluation findings to inform REACH's operational and strategic decision-making. The lessons learned will be used to improve current and future REACH engagements.
3. REACH's engagement in Mali is described in two documents, the Country Implementation Plan (CIP) 2011–2014, which was produced after the exploratory mission was carried out by the UNN/REACH Secretariat in July 2011, and the extension note "Reach Mali Final Extension Note" 2015–2016. Prior to June 2014, the starting date of the evaluation period, the nutrition governance situation was as follows: situation analysis and dashboards were developed in 2013; mapping exercises were undertaken with the support of the Office for the Coordination of Humanitarian Affairs (OCHA), but they were thematic analyses and did not take into consideration the multi-sectoral approach; the *Politique Nationale de Nutrition* (PNN, National Nutrition Policy) and a costed *Plan d'Action Multisectoriel de Nutrition* (PAMN, Multi-sectoral Nutrition Action Plan), with a Common Results Framework (CRF) and the

Communication Plan were developed, validated and launched in June 2014; three mechanisms for PNN implementation were created *via* ministerial decree (the *Conseil National de Nutrition* (CNN, National Council for Nutrition), the *Comité Technique Intersectoriel de Nutrition* (CTIN, Inter-sectoral Nutrition Technical Committee) and the Technical Secretariat), but these remain insufficient for ensuring PAMN coordination; and sectoral monitoring systems in place do not allow for a multi-sectoral dimension in data collection and management.

4. The evaluation is based on three criteria: effectiveness, efficiency and sustainability. The main evaluation questions, as indicated in the Terms of Reference (TOR: Annex 1) are: 1) what are REACH results in the country (effectiveness, efficiency and equity); 2) what are the explanatory/contributing factors explaining results; and 3) to what extent are the results achieved and the REACH operational models sustainable? To respond to these questions, the evaluation team collected primary qualitative data through semi-structured interviews with REACH stakeholders and triangulated this information with secondary data retrieved from documents and the REACH monitoring and evaluation (M&E) system. It is difficult to analyse coherence between activities initially included in the CIP and those that appear in the 2014 to 2017 Annual Work Plans (AWP) given that the context has changed between the first phase and the extension phase: activity codes have been modified and other activities were reworded. Other limitations encountered are not country-specific; the two most significant were indicators lacking sufficient specificity, and the difficulty of attributing certain results to REACH activities.

Conclusions

5. The conclusions outlined below are presented according to key evaluation questions. It must also be noted that effectiveness is analysed according to quantifiable REACH outputs; this analysis does not take into account the time and effort that facilitators dedicated to facilitation, supervision and other unquantifiable activities that define the REACH approach.

Evaluation Question 1 – Performance at the country level

6. Concerning outcome 1, the main activity was the stakeholder and nutrition action mapping exercise. In the framework of a learning-by-doing approach, REACH asked the newly created Coordination Cell to lead the exercise in collaboration with focal points using a participatory process. The partial results of the mapping exercise informed the PAMN midterm review, but the analyses were not finalized because of data quality issues due in part to insufficient guidance during the data collection process. The “Cost of Hunger” study began in 2017; REACH is participating in the study and ensures that the multi-sectoral aspect is integrated. In parallel, REACH supports other analyses and advocacy efforts to mobilize nutrition funding (Standardized Monitoring and Assessment of Relief and Transition (SMART) breakfast to increase awareness on nutrition among donors, analysis of sectoral contribution to PAMN funding, etc.). Regarding outcome 2, nutrition appears in the United Nations Development Assistance Framework (UNDAF 2015–2019) and in the *Cadre Stratégique pour la Relance Economique et le Développement Durable du Mali* (CREED, Strategic Framework for Economic Growth and Sustainable Development in Mali) (2016–2018), and the PNN and PAMN have already been validated. Furthermore, REACH supported the dissemination of these documents in all regions with the exception of Kidal. The challenge remains to integrate nutrition into sectoral policies, which continues to be a weak point. Concerning outcome 3, the capacity gap

assessment that was planned for 2016 was not carried out due to delays in the establishment of the Coordination Cell. The three nutrition management mechanisms (CNN, CTIN and the Technical Secretariat) have been strengthened by a Coordination Cell to mitigate shortfalls in coordination. REACH provided support in a number of ways to the Cell, from advocating for its creation to assisting in everyday functions. The Cell's anchorage remains problematic, but the biggest challenges are staff sustainability and capacity to rapidly implement PAMN management mechanisms. Regarding outcome 4, the situation has not changed; a multi-sectoral implementation tracking system and a financial tracking system for PAMN are yet to be developed. Nonetheless, REACH did support a midterm review to take stock of PAMN implementation and examine governance mechanisms. The review revealed strong points—for example, the implementation of Core Nutrition Actions (CNA) in different sectors—and weak points—for example, the difficulties focal points have in carrying out their role in data collection and management. According to interviews, the review improved awareness of the challenges related to the PAMN. The UN Network for SUN, which also includes the United Nations Population Fund (UNFPA) and UN Women, was formalized in 2016. REACH supported the UN nutrition inventory exercise and the development of a 2017 joint work plan that includes REACH activities (situation analysis, mapping). The UN Network does not yet have a joint nutrition programme inspired by the strategic plan.

7. **Efficiency.** Budget implementation analysis was carried out according to annual budget projections, as opposed to initial CIP budget projections as was done in the other country case studies. The average implementation rates for 2014–2016 are as follows: 22 percent (Outcome 1), more than 100 percent (Outcome 2), 28 percent (Outcome 3), 37 percent (Outcome 4). Several difficulties in projecting budgets were observed; for example, activities were supported without budget allocation (activity 2.1.1: Support for PAMN development). Budget implementation for 2017 is improving; it was 58 percent in June 2017.
8. Complementary activities undertaken with partners also contribute to efficiency. For example, REACH and the agencies supported the Cell's operation, and USAID supported the workshop which was held to clarify the expectations around the Cell's role and functioning.
9. **Equity.** A series of actions related to gender was suggested in the CIP to be adapted by each country team (advocacy; incorporation of sex-specific components in policies and programmes; integration of gender into coordination structures; improved nutritional status of infants and girls). However, gender is not mentioned in the extension note (2014). At the time of implementation, gender appeared neither in the AWP nor in the two REACH deliverables (mapping, Policy and Plan Overview).

Evaluation Question 2 — Contributing Factors

10. The difficult security situation prompted the government to backtrack on its decision to anchor the Coordination Cell within the Office of the Prime Minister, and changes at every level resulted in activities being delayed or cancelled. Positive factors related to REACH governance are: stakeholder recognition of REACH's added-value and the relationships established since the first phase; REACH's availability to mitigate the lack of leadership within the government, especially after the departure of the SUN focal point; adaptation of support methods to context, like learning-by-doing for the Coordination Cell; REACH's ability to unite, which is appreciated by partners.

Evaluation Question 3 – Sustainability

11. The agencies' decision to capitalize on the mapping tool and situation analysis is a factor of sustainability. The likelihood that the national facilitator's functions will continue is low; neither the government nor agencies suggested concrete proposals during interviews. Furthermore, agency focal point TORs are tied to agency mandates and respond more to donor interests.

Overall Conclusions

12. Stock-taking analyses were limited during this extension period, and this is to be expected; however, the stakeholder and nutrition action mapping exercise was carried out and the partial results informed the midterm review of the PAMN. The analysis was not finalized due to some data inconsistencies. The mapping exercise nonetheless remains appreciated by stakeholders who consider it a helpful tool for operational planning. Nutrition is considered a national priority and appears in the UNDAF (2016–2019) and the CREED (2016–2018). The PNN, PAMN and the Communication Plan have been developed, validated, launched and disseminated thanks to REACH support. However, nutrition is poorly reflected in sectoral policies/strategies. The main activity during the extension phase was strengthening the coordination framework. REACH focused its efforts on establishing the Coordination Cell to ensure the coordination of the PAMN's implementation. REACH support took many forms, notably technical and financial, with a large amount of time dedicated to advocacy and facilitation to accelerate processes slowed down by administrative sluggishness. The Cell is established, but challenges concerning its operationalization still loom large (sustainability with regards to staff, coordination mechanisms not yet formalized, etc.). Focal points are key to the multi-sectoral approach; they find themselves in a new situation for which they have not been prepared. The Civil Society, Business, Parliamentarian and UN Networks are in place and they operate at varying degrees, with the Civil Society and UN Networks being the most active. The monitoring system has not evolved; it still consists of surveys (Demographic and Health Surveys, SMART, Early Warning System, etc.) and sectoral information systems that do not allow for information analysis from a multi-sectoral angle. The UN Network for SUN was formalized in 2016 and includes UNFPA and UN Women. With the support of REACH, the inventory exercise was carried out and a 2017 joint work plan developed, but the network does not yet have a common agenda, or a joint programme that would have given their nutrition efforts a broader perspective.
13. **Equity** Gender-related activities do not appear in the AWP, which compromised their implementation from the outset.
14. **Sustainability.** The sustainability of the REACH model through continuation of the national facilitator role is not guaranteed; besides the integration of mapping and situation analysis tools into the agencies' joint work plan, there are few signs of sustainability.

Recommendations

15. **R1 — Harmonization and coordination of United Nations nutrition efforts**

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

- Responsibility: REACH Country Committee

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

16. R2 — Technical support to the Coordination Cell

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

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

17. R3 — Implement a low-cost strategy to extend REACH support in Mali, which currently faces a difficult political/security situation

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

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

18. R4 — Strengthen governance elements in TOR of UNN nutrition focal points

Agency nutrition focal points are often heavily engaged in operational activities, hence the need to include nutrition governance in their TOR, in line with their agency mandate, in order to avoid neglecting this issue.

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

19. R5 — Update the mapping tool guide and review how appropriate it is for operational planning

A more rigorous system for supervising data collection should help minimise problems in collecting data for mapping purposes. Additionally, some stakeholders acknowledge mapping to be a helpful tool for planning in operational areas; it could be simplified so that the exercise may be carried out for operations planning.

- Responsibility: UNN/REACH Secretariat
- Deadline: 1st or 2nd quarter 2018

20. R6 — Strengthen gender awareness

REACH should commit to strengthening gender awareness. To do so, it should: i) ensure that gender actions mentioned in the CIP appear in the initial CIP action plan and AWP; 2) include gender indicators/components in more tools, which has already been undertaken for the Situation Analysis and dashboard, but it would be important to also add them to the Policy and Plan Overview; 3) integrate a gender indicator into the REACH M&E system.

- Responsibility: UNN/REACH Secretariat
- Deadline: 1st quarter 2018

1. Introduction

1.1. Evaluation characteristics

Overview of the evaluation subject

1. Renewed Efforts Against Child Hunger and undernutrition (REACH) is an inter-agency initiative established by four UN partner agencies— the Food and Agriculture Organization of the United Nations (FAO), the United Nations Children’s Fund (UNICEF), the World Food Programme (WFP) and the World Health Organization (WHO)—in 2008 to strengthen nutrition governance. The International Fund for Agricultural Development (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. In supporting government-led nutrition governance efforts, REACH uses a set of analytical tools and tailored support (facilitation, coaching, mobilization) to attain the following four outcomes: 1) increased awareness and consensus of the nutrition situation among stakeholders; 2) strengthened national policies and programmes; 3) increased human and institutional capacity on multi-sectoral nutrition governance 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, has become a separate fifth outcome “Harmonized and coordinated UN efforts” in alignment with the UN Network (UNN) Strategy.
3. In 2011, Global Affairs Canada (GAC) provided funding to REACH in eight “generation 1” countries (Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania), and in 2014, to four additional “generation 2” countries (Burkina Faso, Haiti, Myanmar and Senegal) and further funding to Mali. The present evaluation concerns these five countries. It is undertaken by the UNN/REACH Secretariat, per agreement with GAC.
4. The objectives of this evaluation are: 1) accountability—assess and report on the performance and results of REACH; 2) learning—determine the reasons why certain results occurred or not, and draw lessons and derive good practices. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
5. The main stakeholders and users of the Mali evaluation are: the UNN/REACH Secretariat; the REACH Country Committee, made up of country-based heads of partner agencies (WFP, UNICEF, WHO, FAO); UN nutrition focal points; SUN government focal point; *Ministère de la Promotion de la Femme, de l’Enfant et de la Famille* (Ministry for the Promotion of Women, Children and Families); *Ministère de l’Éducation Nationale* (Ministry of National Education); *Ministère de l’Agriculture* (Ministry of Agriculture); *Ministère de la Santé et de l’Hygiène Publique* (Ministry of Health and Public Hygiene); *Ministère de la Solidarité et de l’Action Humanitaire* (Ministry of Solidarity and Humanitarian Action); the Coordination Cell; the *Division de Nutrition* (DN, Directorate, Nutrition Division) of the Ministry of Health and Public Hygiene; the Faculty of Medicine (Master in Nutrition); SUN Networks (Civil Society, United Nations, Business, Parliamentarians); and donors involved with nutrition issues (Canadian Bilateral Cooperation, USAID, European Delegation). The UNN/REACH Secretariat and its

four UN partner agencies at global and country level will use these evaluation findings to inform REACH's operational and strategic decision-making. The lessons learned will be used to improve current and future REACH engagements.

Evaluation methodology

6. The evaluation focuses on three criteria: effectiveness, efficiency and sustainability (Terms of Reference: TOR in Annex 1). It addresses three key questions: 1) 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? An evaluation matrix (Annex 2) has been prepared; for each evaluation question, it provides sub-questions, measures/indicators, sources of information and data collection methods.
7. The visit to Mali, carried out by the regional consultant, took place from 12–20 June (Country Visit Schedule: Annex 3). Primary qualitative data were collected through semi-structured interviews with REACH stakeholders (List of People Interviewed: Annex 4 and Data Collection Tools: Annex 5). These were triangulated with secondary data retrieved from documents (e.g., mission reports) and the REACH M&E system, etc. (Bibliography: Annex 6). A debriefing with people interviewed and the UNN/REACH Secretariat was organized by teleconference on 20 June to obtain feedback on preliminary findings.
8. The security situation is tense, but it did not prevent the mission from being carried out. It is difficult to analyse the coherence between activities planned in the Country Implementation Plan (CIP) and those included in the 2014 to 2017 Annual Work Plans (AWPs). The context has evolved since the CIP was developed in 2011, and various changes have been made to activity planning: activity codes have been modified—for example, activity 1.1.4 of the CIP “prepare an overview of nutrition policies” is included in the 2016 AWP under code 2.1.3 and in the 2017 AWP under code 2.1.1; and certain activities have been reworded—for example, activity 4.2.1 of the CIP “contribute to the establishment of a national multi-sectoral nutrition information system” becomes activity 4.1.1 “support the establishment of an information system for the monitoring and evaluation of the PAMN, common results frameworks and accountability” in the 2017 AWP.
9. The budget of the second grant (USD 285,000) from 2016 was not itemized according to REACH outcomes. In the extension note, it is divided into three lines (facilitator salary, operations, technical support). Thus, budget implementation analysis was carried out according to annual budget projections as opposed to initial CIP budget projections, as was done in the other country case studies. The reliability of the analysis could also have been impacted by changes in attribution codes for the various activities related to REACH outcomes. Several examples are illustrated in the following table.¹

¹ REACH Mali - *Expenditures tracking sheet up to 30 June.xlsx*

Table 1: Example of activities planned under different activity numbers	
Activities planned in AWP	Notes
1.4.3 Develop Communication Plan	In the 2014 AWP, this refers to two separate activities, 2.2.1 and 2.2.2
1.4.4 Print, Disseminate Communication Plan	In the 2014 AWP, this activity appears under 2.2.3
3.2.4 Set Up Coordination Unit	In the 2016 AWP, this activity appears under 4.1.1
4.4.4 Agency Retreat	In the 2015 AWP, this activity appears under 3.3.1
Source: Excel sheet REACH Mali Expenditures up to 31 Dec 2016	

10. Other major limitations/constraints encountered are not country-specific. They are: 1) some M&E indicators are weak in terms of relevance and specificity—for example, a quantitative indicator is used to measure a qualitative result for outcome 1; 2) difficulty attributing certain achievements to REACH, particularly when REACH support takes the form of facilitation rather than service provider, or when actions do not fall under REACH control; 3) reliability of information due to a lack of flexibility of the M&E framework used to collect baseline/endline data, which does not have a “not applicable” option, meaning all indicators are filled out even if the initially planned activity or deliverable was not retained or was completed without REACH contribution; 4) data availability for outcome 3, which is obtained through nationwide surveys or national information systems that are beyond REACH control; furthermore, REACH timelines are too short to produce changes in coverage or behaviour.

1.2. Country-specific context

11. This sub-chapter gives a brief overview of the socio-political context and the nutrition governance situation based on the four REACH outcomes observed at the end of the first REACH phase in Mali in 2014. This information was gathered from national documents, the final note on the REACH extension in Mali/Phase 2, M&E data and interviews.

12. Despite an unstable political and security situation since 2012, economic growth has

Key Indicators

Human Development Index (2014)	176 of 187
Global Hunger Index (2014)	13.0 (alarming)
Gender Inequality Index (2015)	175 of 188
Female literacy (2014)	59 percent
Access to health care (2010)	58 percent

Sources: PNUD; IFPRI; UNESCO; PDDSS 2014–2023

remained at 4.5 percent, while the poverty rate has increased slightly from 43.6 percent in 2010 to 45 percent in 2013.² The food situation is overall satisfactory in the south of the country and precarious in the north.³ The nutrition situation is also unstable. Chronic malnutrition rates are 27.5 percent (2013) and 28.1 percent (2014) and the acute malnutrition rate is 8.6 percent (2013) and 13.3 percent (2014).⁴ Gender inequalities are pronounced; for example, women hold 10 percent of elected positions in the national assembly⁵ and 52 percent of women aged 15 to 64 years work as opposed to 82 percent of men.⁶

² <http://www.banquemonddiale.org/fr/country/mali/overview>

³ <http://reliefweb.int/report/mali/sap-bulletin-mensuel-n-328-avril-2014>

⁴ <http://www.banquemonddiale.org/fr/country/mali/overview>

⁵ Gouvernement. 2011 Cadre stratégique pour la croissance et la réduction de la pauvreté (CSCR) 2012–2017

⁶ http://www.afd.fr/webdav/shared/PORTAILS/SECTEURS/GENRE/pdf/Mali_ProfilGenre_VRAgence.pdf

13. **Outcome 1 — Increased awareness and consensus.** The following analyses were carried out prior to June 2014, when the evaluation period began: situation analysis and dashboards in 2013; a mapping exercise was started in the Sikasso and Koulikoro regions, then suspended due to stakeholder fatigue given they had participated in two mapping exercises of the Office for the Coordination of Humanitarian Affairs (OCHA) in 2013, then finalized in March 2014. A Communication Plan to accompany the *Plan d'Action Multisectoriel de Nutrition* (PAMN, Multi-sectoral Nutrition Action Plan) was also produced. Based on the interviews, stakeholder awareness and consensus was relatively high; they went through the process of developing the policy and strategic plan, which provided important opportunities to discuss nutrition at the national level.
14. **Outcome 2 — Strengthened national policies and programmes.** Nutrition appears in the 2012–2017 *Cadre Stratégique pour la Croissance et la Réduction de la Pauvreté* (CSCR, Strategic Framework for Growth and Poverty Reduction) (strategic axis 2, thematic area 24) and in the United Nations Development Assistance Framework (UNDAF 2008–2012); one of the expected outcomes is “improved nutritional status of pregnant and lactating women and children under 5”. Additionally, the *Politique Nationale de Nutrition* (PNN, National Nutrition Policy) was developed and adopted in January 2013. The development of the Policy began in 2011 with the support of UNICEF, and REACH continued upon its arrival in-country. In June 2014, the PAMN, including a common results framework and a budget estimate for its 170 interventions, was adopted by the government through the *Conseil National de Nutrition* (CNN, National Council for Nutrition). The CNN also launched three documents: the PNN, PAMN and Communication Plan in June 2014.
15. **Outcome 3 — Increased human and institutional capacity.** The PNN implementation mechanisms were created *via* ministerial decree in February 2014, thereby setting terms and conditions for funding, organization and modalities of operation. These mechanisms include the CNN, a policy and validation mechanism; the *Comité Technique Intersectoriel de Nutrition* (CTIN, Inter-sectoral Nutrition Technical Committee), charged with technical monitoring of policy implementation; and the Technical Secretariat, which serves as the CTIN secretariat.⁷ However, as soon as these mechanisms were established, problems regarding the coordination of the PAMN became abundantly clear. The Civil Society Network was launched in March 2014 and the *Œuvre Malienne d'Aide à l'Enfance du Sahel* (OMAES, Malian Children's Aid in the Sahel), which presides over the network, received a SUN grant to undertake advocacy activities.
16. **Outcome 4 — Increased effectiveness and accountability.** The situation has changed little since 2011. The monitoring system is based on surveys (Demographic and Health Surveys, Standardized Monitoring and Assessment of

⁷ The CNN plans and coordinates the PNN. It is chaired by the Ministry of Health and comprises 15 other ministries (education, food security, etc.), the *Président du Haut Conseil des Collectivités* (President of the Local Authorities High Council), representatives from Civil Society and the Business Community, the SUN Focal Point and the President of the Civil Society SUN Network. The CNN meets once a year.

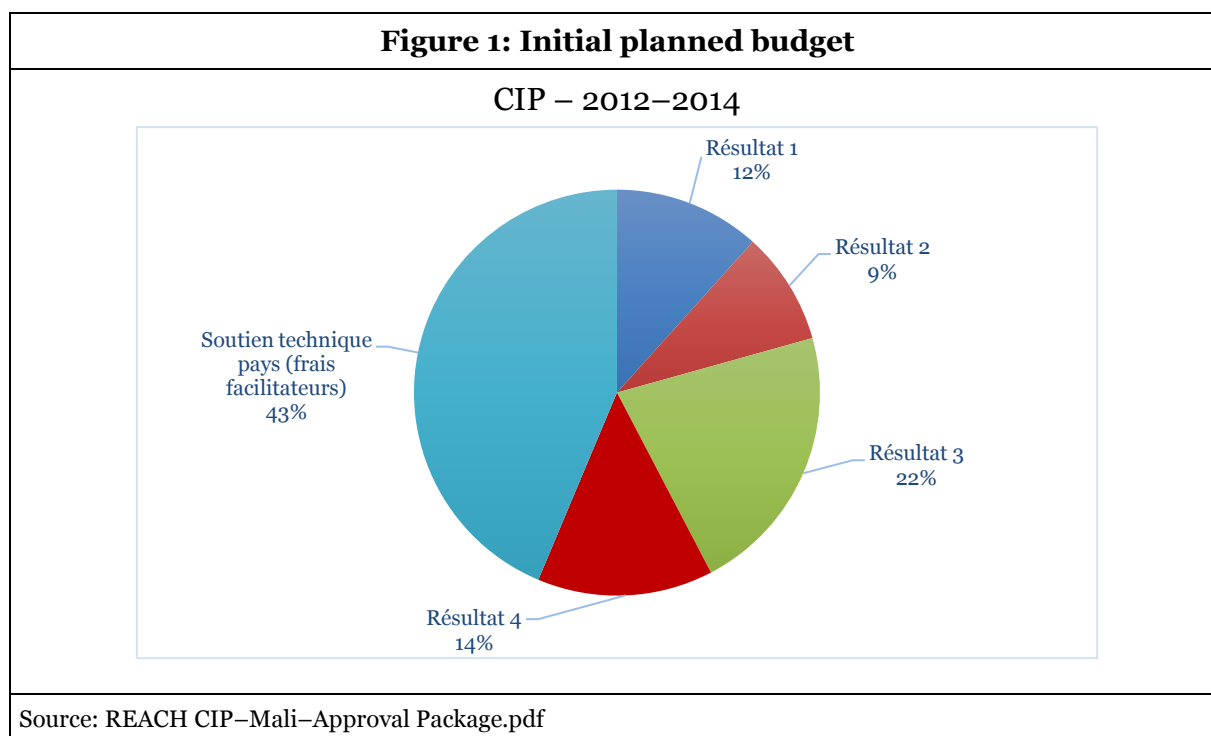
The CTIN, placed under the CNN's authority, is tasked with developing the Strategic Multi-Sectoral Nutrition Plan, fostering coordination, etc. It is chaired by the Ministry of Health's Secretary General and includes representatives from Civil Society, the public sector, academia, the Business Community, and *Partenaires Techniques et Financiers* (PTF, Technical and Financial Partners). The CTIN meets twice a year.

The Technical Secretariat is responsible for preparing CTIN meetings, monitoring and facilitating the CTIN's work, etc. It is overseen by the Ministry of Health Nutrition Focal Point. It comprises representatives from the three ministries (rural development, social affairs, food security), the head of the *Division de Nutrition* (Nutrition Department), and facilitators. The Secretariat meets twice a month.

Relief and Transition-SMART, Early Warning System, etc.) and sectoral information systems like the sanitation information system and the Harmonized Framework of the Ministry of Agriculture. This is insufficient for establishing a multi-sectoral approach for information analysis.

1.3.REACH in Mali

17. REACH engagement in Mali is outlined in two documents: the 2011–2014 CIP and the extension note “REACH Mali Final Extension Note” 2015–2016. The CIP was developed following an exploratory mission by the UNN/REACH Secretariat in July 2011. It covers the first phase of REACH in Mali. The CIP is supplemented by a note which retains the initial CIP structure and provides guidance regarding REACH implementation during the extension phase. It is based on the four REACH outcomes and builds on work already accomplished. REACH remained hosted by WFP. The two facilitators were already in place in June 2014. The international facilitator left in February 2015, and a new international facilitator was deployed in March 2016. REACH’s engagement in the country ends in December 2017.
18. From 2012–2016, Mali received USD 1,783,699 in funding broken down as follows: a first grant of USD 1,475,000 (2012–2016), plus a reallocation of unused balances totalling USD 23,699 (2012–2016); and a second grant (used from 2016) of USD 285,000. In 2016, GAC approved a no-cost extension to 31 December 2017. Figure 1 indicates the initial CIP budget of USD 1,500,000, which corresponds to the first two allocations for a total of USD 1,498,699. As shown in the figure, a specific line item for costs related to external technical assistance (Secretariat and WFP) was not indicated in the initial budget. For reasons of constraints and limitations stated previously, budget allocation for the 2015–2017 period is not shown.



2. Evaluation Findings

2.1. Evaluation Question 1 — What are REACH results?

Effectiveness

19. The results are presented according to the four REACH outcomes. For each outcome, the processes towards the achievement of outputs are described and progress made analysed using criteria as per the REACH M&E system together with stakeholders' views. It must also be noted that effectiveness was analysed based on quantifiable REACH outputs; it does not take into account facilitation, coaching and other unquantifiable activities. Within the Mali context, characterized by weak capacity and stakeholder instability at all levels (see paragraph 45), REACH continuously led activities related to updating, awareness-raising, motivation, supervision, facilitation, etc. Some of these actions are more or less visible in the paragraphs that follow, but specific attention must be drawn to them because they are not easily measured.

Outcome 1

20. **Output 1.1 Multi-sector and multi-stakeholder stocktaking.** The situation analysis had already been carried out in 2013.⁸ A more in-depth situation analysis is planned in the agencies' 2017 common work plan, overseen by WFP and co-financed by WFP, WHO, UNFPA, UN Women and REACH, but the activity has yet to be carried out.
21. In 2016, REACH supported the stakeholder and nutrition action mapping exercise at the national level. The TORs were submitted to the UNN/REACH Secretariat and REACH Country Committee for feedback, then to the CTIN for validation. REACH subsequently supported capacity strengthening of the newly created Coordination Cell by requesting that it take ownership of the mapping exercise, in line with a learning-by-doing approach. A national committee to support the Cell was established. It comprises sectoral focal points, the directorate of statistics, the faculty of medicine/Master in Nutrition and facilitators. The exercise was conducted as follows: committee orientation on the methodology and data collection tools (questionnaire and data entry guide) led by the UNN/REACH Secretariat, followed by adaptation of data collection material to the context; mission to inform decentralized administrative structures charged with supervising data collection; sending of data collection tools to participants (NGOs, associations, operational administrative structures, etc.); supervision of data collection; review of questionnaires filled out at country level; data entry and analysis by the UNN/REACH Secretariat with regular exchanges between the Secretariat and facilitators. The importance of the first orientation on tools by the Secretariat was underscored during the interviews. Stakeholders who had been hesitant to revisit analyses already carried out by OCHA were able to understand differences in the REACH tool and appreciate its multi-sectoral approach. They find the tool user-friendly and the information useful for planning purposes. Partial results from the mapping exercise informed the midterm review of the PAMN. However, the exercise could not be completed; not all data was useable; some was incoherent, with figures exceeding reality, and other data was obsolete. Several reasons may be cited for these shortfalls: duplication of data by participants

⁸ Bjørnstad, I. 2015. Country Case Study Mali — REACH Joint Evaluation of 2015

who are both implementing actors and donors, or by NGOs grouped in consortiums; using data from surveys not disaggregated by circle (local government); confusion over distribution channels; etc. Feedback has been unanimous: the system for supervising data collection was weak; insufficient measures were taken to avoid errors in interpretation; and no quality control mechanism was established by regional services.

22. The Policy and Plan Overview was carried out in 2016. The Secretariat provided a junior consultant for a remote support. The facilitators collected and submitted available nutrition specific and sensitive policy and strategy documents (animal husbandry, agriculture, water/hygiene/sanitation, etc.). The first version was submitted in February 2017 to facilitators for feedback and remains to be finalized. According to assessments, the tool is descriptive and would benefit from being more analytical to inform future policy revision or planning processes.
23. **Output 1.2 Consensus on CNAs.** This was included in the mapping exercise. The existing committee met to establish a list of 23 Core Nutrition Actions (CNAs) selected from the 170 interventions included in the PAMN. This list did not undergo specific validation. It was extracted from the PAMN, which is a validated document; furthermore, it informed the PAMN midterm review, the results of which were presented and validated by the CTIN, the *Partenaires Techniques et Financiers* (PTF, Technical and Financial Partners) and representatives from Civil Society.
24. **Output 1.3 Cost-Benefit Analysis.** The study “The Cost of Hunger in Mali”, supported by WFP, was launched in February 2017. REACH is a member of the technical committee and participated in the training workshop for national teams, ensuring that the multi-sectoral dimension is integrated into the study. In parallel, facilitators took initiative to better understand the problem of PAMN funding. For example, in 2014, REACH participated in a meeting of sub-region Francophone countries on nutrition costs; in 2015–2016, a series of meetings was organized with the technical services involved in nutrition to analyse sectoral contribution to PAMN funding and identify gaps.
25. **Output 1.4 National advocacy and communication.** The National Advocacy and Communication Strategy was not developed. Nevertheless, a Communication Plan around key messages of the PAMN was produced. It does not meet the criteria of a strategic document containing a vision or communication strategies defined based on a situation analysis, etc. Despite this, the document was validated and launched by the CNN, and REACH supported its dissemination. REACH also engaged in advocacy for PAMN funding. The two most visible activities were: the SMART breakfast to raise nutrition awareness among donors, organized by the four agencies in 2015; and the day of reflection and advocacy with parliamentarians and Ministry of Finance staff to discuss modalities for including a nutrition line item in the state budget.
26. **Progress achieved on outcome 1 - Increased awareness and consensus.** Monitoring data, confirmed through interviews, indicates that the target number of stakeholders involved in nutrition has been achieved, and that there is an upward trend within the government and United Nations agencies. Concerted efforts by stakeholders to establish a policy and strategy framework for nutrition in a difficult political and security context, and the combined efforts of agencies and donors to support the creation and operationalization of the Coordination Cell (see

paragraphs 33 and 45) attest to the level of stakeholder awareness regarding nutrition issues. However, this awareness was not accompanied by an increase in funding for nutrition. Statements collected during interviews reveal a tendency towards caution in light of the difficult national context.

Table 2: Progress in outcome 1					
Stakeholder group	Baseline	Endline	Trend	Target	Comments as per REACH endline data analysis
NGO	100%	100%	→	80%	The five main NGOs: HKI, World Vision, Care, Doctors Without Borders and OXFAM have supported nutrition from the outset.
Donors	100%	100%	→	80%	The five principal donors, Canada, the EU, USAID, Belgium and France, have supported nutrition actions since baseline.
Government Ministries	60%	100%	↗	80%	Baseline: Ministries of Health, Education and Agriculture support nutrition actions. Endline: Ministries of Social Development and Gender joined them.
UN Agencies	80%	100%	↗	80%	The five main agencies are WFP, UNICEF, WHO, FAO and UNFPA. The latter now also supports nutrition actions.
Source: REACH Mali Endline Analysis					

Outcome 2

27. **Output 2.1 Integration of nutrition in government strategies and UNDAF.**

Thanks to the combined efforts of stakeholders, in particular UNICEF and WFP, nutrition is now a national priority. It is well addressed in the UNDAF (2015–2019), under axis 3 “Access to Basic Social Services”, and the document mentions REACH, requesting that the multi-sectoral approach adopted with the help of REACH be continued. The results matrix includes an Output (4.3) and four nutrition-specific indicators. At the national level, nutrition appears in the CSCR (2012–2017) and the *Cadre Stratégique pour la Relance Economique et le Développement Durable du Mali* (CREED, Strategic Framework for Economic Growth and Sustainable Development in Mali) (2016–2018). The CREED mentions the PNN, and nutrition is listed under strategic axes 1 and 2. It is considered both a development and health problem. However, most sectoral policy/strategic documents do not yet cite nutrition as a problem, including the Agricultural Development Policy in Mali and the National Gender Policy (2009–2015), (see Overview of nutrition policies and strategies in Mali, 2017 draft). REACH monitors policy revisions, which provide opportunities to include nutrition in sectoral documents, as was the case with the revision of the *Politique Nationale de Sécurité Alimentaire et Nutritionnelle* (PolNSAN, National Food Security and Nutrition Policy) in 2017. As emphasized during the interviews, the sectoral focal points should assume this role, which is not yet the case.

28. **Output 2.2 Review/update of multi-sector national nutrition policy/strategy/action plan.**

Following the launch of the PNN, PAMN and Communication Plan in June 2014, REACH continued to support policy strengthening by ensuring the dissemination of the three documents to regional structures and stakeholders. REACH supported a series of two-day missions in all regions (except for Kidal for security reasons), including a day of exchange with regional technical services to present the documents and discuss implementation, and a day with journalists and traditional communicators to discuss implementation of the Communication Plan.

29. **Output 2.3 CNA uptake in sectoral annual work plans.** According to the results of the PAMN midterm review, the ministries are in the process of implementing nutrition sensitive interventions included in the PAMN, but the report also indicates that “the PAMN has not been sufficiently used as a programming framework for sectoral interventions”. Therefore, it is difficult to confirm that nutrition sensitive interventions carried out within the ministries are the result of a situation change related to the PAMN, especially since the initial situation is unknown and certain interventions like Infant and Young Child Feeding (IYCF) existed before the PAMN was implemented.
30. **Output 2.4 Sub-national CNA Uptake.** REACH has not yet reached the operational level in Mali. CNAs are undertaken according to the priorities of the partner supporting the area.
31. **Progress achieved on outcome 2 - Strengthened national policies and programmes.** Outcome 2 has been achieved. The PNN (2012–2021) was validated in 2013 and the PAMN (2014–2018) in 2014, and the documents are still up-to-date (less than five years, according to the evaluation criteria). Furthermore, REACH ensured the dissemination of these documents at the regional level *via* a process of direct exchanges with structures and stakeholders responsible for implementing activities at the decentralized level.

Outcome 3

32. **Output 3.1 Capacity gap analysis and development plan.** The capacity gap assessment and development plan for the Ministry of Health and Public Hygiene, the DN, the Coordination Cell and the focal points was planned in 2016. It was not carried out due to delays in establishing the Coordination Cell.
33. **Output 3.2 Human capital allocated and institutions in place for nutrition scale-up and Output 3.3 Governance, management and nutrition-related capacity strengthened at all levels.** The main achievement was the creation of the Coordination Cell.⁹ Despite the existence of three policy implementation mechanisms (CNN, CTIN, Technical Secretariat), coordination capabilities remain low. According to reports, the Technical Secretariat charged with preparatory coordination work was unable to carry out this role due to frequent turnover among its members, thus giving rise to the idea of a Coordination Cell. The four agencies suggested this idea to the Ministry of Health and Public Hygiene. The letter requesting the Cell’s creation was sent to the Ministry of Health and Public Hygiene in October 2014, and the Cell was staffed in March 2016. The process was long due to administrative delays, despite the support of REACH, which took many forms. REACH’s driving role was unanimously recognized: it facilitated numerous exchanges to reach consensus on the Cell’s anchorage within the Ministry of Health and Public Hygiene; reminded agencies to send follow-up letters to the Ministry of Health and Public Hygiene in order to speed up the signing of the decree to create the Cell; and assisted with the recruitment of staff. To operationalize the Cell, the agencies provided office supplies and transport, and REACH contributed by covering staff salaries and

⁹ The Nutrition Coordination Cell is responsible for: strengthening the capacity of various structures and facilitating their understanding of the multi-sectoral nature of nutrition; ensuring the effective integration of nutrition into different sectors; ensuring the coordination and monitoring of PAMN implementation by different stakeholders; leading a strategic reflection on the PNN implementation; overseeing the CTIN and CNN Secretariat, etc. It is managed by a Coordination Cell leader appointed by the Prime Minister upon recommendation from the Health Minister, and is assisted by two M&E officers chosen *via* a call for applications.

bonuses for the Cell for the first year, as per a MOU signed between WFP and the Ministry of the Health and Public Hygiene outlining the terms and conditions of this action. Next, REACH supported a workshop to determine the Cell's priorities and stakeholder expectations, and it provided continuous support to strengthen the Cell's capacities *via* a learning-by-doing approach. The Cell will now have to formalize its coordination mechanism, as mentioned in the interviews. It will draw upon the focal points, who constitute the external staff of the Cell, to ensure the link between the Cell and the ministries in all fields relevant to coordination (integration of CNAs at the sectoral level, planning, data reporting, etc.).

34. The sectoral focal points for health, agriculture, education, gender and social affairs have been appointed, but they are unstable. They participated in the workshop on the multi-sectoral approach supported by USAID in 2014 and were involved in the mapping exercise and the midterm review. Some of the more dynamic focal points take individual initiatives within their ministries, like integrating CNAs into training manuals. Nevertheless, the midterm review revealed that "focal points have difficulties playing their role in data collection and analysis". These difficulties are of a broader nature: the focal points do not yet have a clear understanding of their roles and responsibilities in leading their ministries to be accountable for nutrition sensitive actions.
35. Regarding SUN Networks: in addition to the Civil Society Network already in place (March 2014), REACH supported the establishment of the Parliamentarians Network and the Business Network (2017). The Civil Society Network is the most active; it participated in the launch of the Parliamentarians Network. REACH, in collaboration with the Ministry of Health and Public Hygiene and Civil Society, organized an advocacy day to discuss the parliamentarians' roles and responsibilities in implementing the PAMN. REACH also facilitated the establishment of the Business Network. But collaboration between this network and WFP remains to be defined. The members, made up of stakeholders involved in the production of complementary foods for children, do not have a good understanding of their mandate: their understanding is that they have been gathered to create bargaining power and gain market access to food distribution programmes for children.
36. **Output 3.4 Knowledge-sharing network.** In addition to annual REACH and SUN meetings, the national facilitator and a health district planning officer participated in a meeting in Tanzania in 2015 to share Mali's experience in district planning. In 2016, the two facilitators participated in FAO's International Symposium on Sustainable Food Systems for Healthy Diets and Improved Nutrition, and the international facilitator travelled to Burkina Faso to support the UNN strategic workshop. However, experience sharing activities between national stakeholders or between countries were not planned during this extension period.
37. *Progress achieved on outcome 3 - **Increased human and institutional capacity for multi-sectoral nutrition governance at all levels.*** According to the evaluation matrix, outcome 3 is satisfactory. The three nutrition management mechanisms (CNN, CTIN and the Technical Secretariat) initially established were reinforced by a Coordination Cell to compensate for coordination shortcomings. According to various people interviewed, the Cell will now have to implement the PAMN's functional coordination mechanism, and that is what is expected of it.

Outcome 4

38. **Output 4.1 Multi-sectoral M&E system and processes in place and Output 4.2 Results disseminated to relevant stakeholders.** The M&E system situation has not changed; nonetheless, REACH supported two actions. Firstly, it wanted to encourage the establishment of a national evaluation platform that would enable simultaneous monitoring of various nutrition programmes, but discussions were not conclusive. Then, in 2016, REACH supported a PAMN midterm review, led by the Coordination Cell, to review implementation and examine governance mechanisms. The review was participatory and carried out as follows: validation of TOR by the CTIN; development of data collection templates; a meeting to update and harmonize understanding with the data collection committee; sectoral consultations; data analysis; presentation to and validation of results by the CTIN, PTFs and Civil Society. The review revealed strengths (the PAMN implemented in different sectors, integration of nutrition data into routine sectoral information systems) and weaknesses (the PAMN not used as a programming framework for sectoral plans, the absence of a harmonized coordination framework for the nutrition information system, difficulties experienced by focal points in collecting and analysing data). According to interviewees, the review improved stakeholder understanding of PAMN implementation.
39. **Output 4.3 Nutrition established as a key area for "UN delivering as One".** The UN Network for SUN was initiated in 2015 with REACH support with a Heads of Agency meeting to review the network's objectives, organization and function. The network, which includes UNFPA and UN Women, was formalized in 2016. REACH also supported the UN nutrition inventory in 2015/2016 carried out by four agencies—WFP, UNICEF, FAO, WHO—and the development of a 2017 joint work plan that includes REACH activities (situation analysis, mapping). The Network does not yet have a joint nutrition programme. For the moment, the agencies are developing complementary programmes: a health centre (WHO); IYCF and Water, Sanitation and Hygiene (WASH) support group (UNICEF); a resilience project (FAO); and childcare centre (WFP) in the Bandiagara convergence zone.
40. **Progress achieved on outcome 4 - Mechanisms to track impact, implementation and funding established.** The monitoring system remains unchanged; it is based on surveys and sectoral information systems. A monitoring system with a multi-sectoral approach and a system to track PAMN funding is yet to be developed.

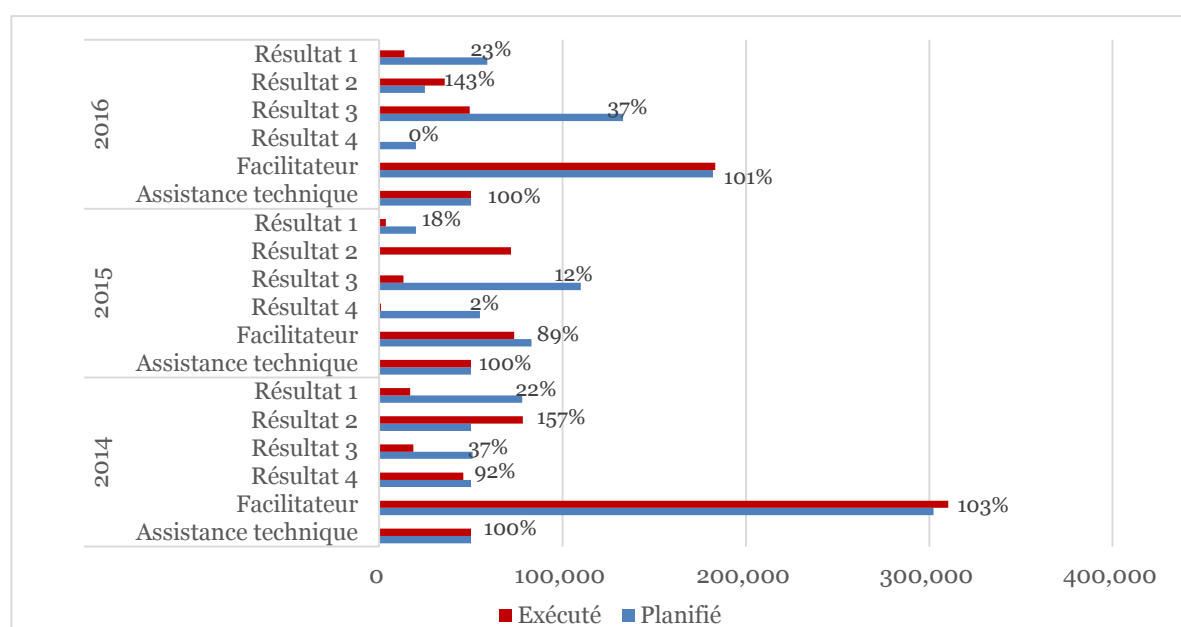
Efficiency

41. **Planned/mobilized resources compared to implemented resources.** Activity budget implementation rates vary (Figure 2: Yearly planned versus implemented budget). The following average implementation rates for 2014–2016 were observed: 22 percent (Outcome 1), over 100 percent (Outcome 2), 28 percent (Outcome 3), 37 percent (Outcome 4). Several difficulties in budget planning were observed: activities were supported without planned budget (activity 2.1.1: Support PAMN development and activity 4.3.1: Compile and analyse budget data); budgets for certain activities were overestimated and implemented at lower costs (activity 1.1.2: Mapping). Other activities were not carried out due to delays in establishing the Coordination Cell (activity 3.2.1: capacity gap analysis). Budget

implementation in 2017 is improving; it reached an overall rate of 58 percent in June 2017.

42. It is important to mention that complementarities with partners contribute to efficiency: the agencies assisted with logistics and office equipment to support the Cell's operations, and REACH contributed by covering salaries and incentives. USAID supported a workshop to clarify expectations for the Coordination Cell and to improve understanding of the multi-sectoral approach.
43. Regarding **compliance of expenditures with approved budget plans**: overall REACH respected the allocated budget, but the initial CIP does not include a specific "external technical support" line item and the budget for the extension phase is not broken down to allow for compliance analysis. No difficulties were mentioned in interviews concerning **timeliness of funds requisition and release**.

Figure 2: Planned budgeted versus implemented resources (2014–2016)



Source: REACH Mali – Expenditures tracking sheet up to 30 June

Equity

44. The CIP (2011) includes a series of actions regarding gender to be adapted by the country team: gender advocacy; integration of sex-specific elements in policies and programmes and M&E activities; inclusion of gender in coordination structures and knowledge-sharing activities; improve the nutritional status of infants and girls. However, gender is not mentioned in the extension note (2014). Gender-specific activities are not included in the AWP; they are not mentioned in activity reports, and gender is not included in the two deliverables: Stakeholder Mapping and the Policy and Plan Overview.

Key Findings – Question 1 Performance

Effectiveness

- **Outcome 1:** partial results of the mapping exercise rightly informed the PAMN midterm review, but data quality issues were identified.
- **Outcome 2:** REACH supported dissemination of the PNN and PAMN, launched in 2014, in the regions, but nutrition integration into sectoral policies remains weak.
- **Outcome 3:** capacity gap analysis was planned in 2016 but postponed due to delays in the establishment of the Coordination Cell; REACH provided multi-faceted support to the Coordination Cell in order to strengthen existing mechanisms (CNN, CTIN and the Technical Secretariat), from advocating for the Cell's creation to supporting its day-to-day operations; the Cell's capacity and sustainability remain challenges.
- **Outcome 4:** a multi-sectoral monitoring system and a system to track PAMN funding are yet to be developed; UN Network for SUN formalized in 2016; REACH support to UN nutrition inventory exercise and development of a 2017 joint work plan including REACH activities (situation analysis, mapping); a UN joint programme for nutrition inspired by the PAMN is not yet in place.

Efficiency

- Budget implementation rates for activities within the four outcomes vary; on average for the 2014–2016 period: 22 percent (Outcome 1), over 100 percent (Outcome 2), 28 percent (Outcome 3), 37 percent (Outcome 4).
- There were several difficulties with budget planning: activities were supported without planned budget (activity 2.1.1: Support PAMN development); budgets for certain activities were overestimated and implemented at lower costs (activity 1.1.2: Mapping); other activities were not carried out due to delays in the establishment of the Coordination Cell; budgetary implementation improved in 2017 (58 percent in June).

Equity

- Gender is not mentioned in the extension note (2014); gender-specific activities do not appear in the AWP's nor in activity reports; gender is not included in the two deliverables, Stakeholder Mapping and Policy and Plan Overview.

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

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

45. The challenging security context prompted the government to backtrack on its decision to anchor the Coordination Cell within the Office of the Prime Minister. Changes took place at various levels: change in government (2014 and 2017); new DN department head/SUN focal point (2015); and turnover among Technical Secretariat members and sectoral focal points. These changes had negative impacts on outputs, including the establishment of the Cell, which subsequently led to delayed or cancelled activities, as in the case of activity 3.2.1: Capacity Gap Analysis. Challenges around capacity were mentioned in interviews; the multi-sectoral approach to governance is a relatively new concept and Mali does not have experience in this field.

REACH governance, hosting arrangements of facilitators

46. The following positive factors were observed concerning REACH governance:

- i) Stakeholder recognition of REACH's added-value, and relationships established since phase 1; REACH perfectly understands the context and interacts well with structures.

- ii) REACH's capacity to address insufficient leadership within government, especially after the departure of the SUN focal point, as evidenced in REACH's role in helping to establish the Coordination Cell.
- iii) Adaptation of support mechanisms to country-specific context. For example, the decision to strengthen the capacity of the Coordination Cell, which shortly after its establishment led the mapping exercise and midterm review under REACH's supervision. This enabled the Cell to interact with stakeholders and gain an understanding of the activities it will lead in the future.
- iv) Frequent changes at the agency level: new WHO representative (2015); new WFP representative (2016); UNICEF representative about to leave (2017) and a new international REACH facilitator (2016). With each change, REACH had to go back and re-engage colleagues and update them on activities.

REACH partners' commitment

47. REACH's ability to unite is particularly appreciated by the agencies and encouraged their commitment to the initiative. Several observations came out of the interviews: increased awareness of agencies' complementary roles on nutrition issues; more frequent conversations between heads of agencies; better understanding of the multi-sectoral approach and thus better prepared to engage in advocacy efforts with the government and PTFs, etc. But, despite this very positive appraisal, some stakeholders were not well-informed on REACH objectives and criticized the emphasis REACH places on governance, which requires a long process (validation, approval, etc.), to the detriment of operational implementation that, according to them, should be a priority if malnutrition is to decrease.

Key findings — Question 2 on factors affecting performance

Negative factors leading to activity delay or cancellation

- Difficult security context.
- Administrative delays.
- Turnover among members of the Technical Secretariat and sectoral focal points.
- Changes in heads of agencies.

Enabling Factors

- Facilitators' perfect understanding of context and ease at interacting with structures.
- Adaptation of REACH support methods to country-context: establishment and support to the Coordination Cell.

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

Regarding achieved outcomes and REACH operational models

- 48. Uptake of REACH tools can be observed at different levels: the national malaria programme would like to use the mapping tool to gain a clearer understanding of the numerous stakeholders in this area; other actors would like to have a simplified mapping tool, with the operational zone as the entry point, to inform planning at the operational level; the four agencies included two REACH tools—situation analysis and mapping—in their joint work plan to capitalise on these achievements.
- 49. During the extension period, REACH invested considerable efforts in establishing and operationalising the Coordination Cell; the transition plan includes proposals

requesting that the agencies continue assisting the Cell with nutrition governance. When interviewed, some heads of agencies reiterated that the functioning of the Cell is the government's responsibility, and that the agencies could contribute within the scope of their respective missions and according to available financial and human resources.

50. Concerning facilitators' hosting situation: it was agreed that facilitators would be placed within the government and pending the establishment of nutrition governance institutions, facilitators would be temporarily hosted by the Ministry of Health and Public Hygiene, the Ministry of Agriculture or the Food Security Commission. Due to lack of consensus, the agencies agreed that the two facilitators would be hosted by WFP. This situation continued and did not favour the ownership and integration of the national facilitator into government structures.
51. Compared to the *modus operandi*, the probability of maintaining the functions of the national facilitator are low. No tangible proposals came out of the interviews, from either the government or agencies. As for agency focal points taking over REACH functions, interviews reveal that focal point TORs remain linked to agency mandates and governance aspects, especially institutional, are not included.

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

52. Nutrition is considered a national priority; it is included in the CREED (2016–2018) and has an updated multi-sectoral policy and plan approved by the government. This is a key factor with regards to sustainability and REACH contributed to this both financially and technically.
53. The sustainability of nutrition governance also depends on a functioning Coordination Cell, which remains one of the biggest challenges to overcome. The government established a budget that covers a portion of the Cell's operations, but not the salaries of the assistants; it must also find a way to increase staff sustainability before REACH departs.

Key Findings – Question 3 Sustainability

- Uptake of REACH tools can be observed at different levels and in sectors other than nutrition (e.g. malaria) to inform planning at the operational level.
- Uptake of REACH tools by agencies capitalising on mapping and situation analysis.
- Coordination Cell functioning not guaranteed: partial operational budget allocated by the government, assistant salaries paid by REACH for one year.
- Sustainability of REACH approach not guaranteed: no tangible proposals from the government or agencies to maintain national facilitator functions.

3. Conclusions and Recommendations

3.1. Conclusions

54. **Performance.** REACH efforts in Mali focused on implementing the PAMN, which was adopted and launched at the beginning of the extension phase. The signing of the decree for the creation of the Coordination Cell required many sensitization and advocacy activities with a government team that changed twice; REACH took this role upon itself. REACH dedicated much time and effort to facilitating staff recruitment for the Cell and strengthening staff capacities with a learning-by-doing approach. These activities need to be highlighted; using attained REACH outputs to analyse effectiveness does not take into consideration mobilization, facilitation and other activities that take up a large part of facilitators' time, but which are not easily measured.
55. Concerning outcome 1: stock-taking analyses were limited during the extension period because some had already been undertaken in the preceding period. Given that the country had gone beyond the awareness and consensus phase, the stakeholder and nutrition action mapping exercise was carried out. Stakeholders were able to distinguish this exercise from thematic exercises, but the analyses were not finalized due to issues with data quality. Nevertheless, mapping remains a popular exercise and users see it as a helpful planning tool. A Communication Plan was produced and disseminated with REACH's support, but it is less elaborate than recent strategic communication documents that REACH supported in other countries. The document directly presents the messages and activities, while a communication strategy should include an analysis of the country's communication situation, strategic elements (vision, objectives, targets, channels, formats, etc.) and implementation (intention framework, coordination, monitoring, etc.).
56. Concerning outcome 2: the nutrition reference framework is in place. Nutrition appears in the national reference document CREED (2016–2018) and the UNDAF (2015–2019), and the extension period coincided with the launch of the PNN, the PAMN and the Communication Plan. REACH supported the dissemination of these documents in all but the Kidal region. However, sectoral policies and strategies demonstrate weak nutrition integration.
57. Outcome 3 was the main focus of the extension phase. All REACH efforts were focused on establishing a Coordination Cell to ensure the PAMN's coordination and implementation. The Cell has been established, but challenges around its operationalization still remain (staff sustainability, multi-sectoral management mechanisms yet to be formalized, etc.). Focal points are key to the multi-sectoral approach; they find themselves in a new situation for which they have not been prepared. They must ensure nutrition awareness in their sector and as the Cell's external staff, they should act as the bridge between the Cell and their ministry for a variety of coordination activities (planning, data sharing, etc.). The Civil Society, Business, Parliamentarian and UN Networks are in place and they function to varying degrees; the Civil Society and UN Networks are the most active.
58. Concerning outcome 4: a performance review was conducted, but a multi-sectoral system for data collection and analysis was not established. The UN Network for SUN was formalized in 2016 and includes UNFPA and UN Women. The inventory

exercise was conducted and a 2017 joint work plan was developed; however, the network does not yet have a joint nutrition programme inspired by the PAMN. A convergence programme is underway in the Bandiagara region; the agencies are developing complementary programmes—a health centre (WHO), IYCF support group (UNICEF), a resilience project (FAO), childcare centre (WFP)—and have established joint supervision.

59. **Equity.** Activities relevant to gender do not appear in the AWP, which compromised their implementation from the outset.
60. **Sustainability.** REACH tools, including mapping and situation analysis, seem to have attained a sustainable status, considering the agencies' commitment to capitalising on them. However, the sustainability of the REACH approach by continuing the national facilitator's role is not guaranteed; the agencies have not made a commitment, and the question of anchoring the facilitator within the government was a subject of great debate.

3.2. Lessons Learned and Good Practices

61. REACH tools underscore a multi-sectoral dimension that strengthens their likelihood of being accepted. The presentation of the REACH mapping tool prompted renewed interest among national stakeholders who were hesitant to engage in the exercise; they were subsequently able to distinguish differences between the mapping and thematic analyses.
62. It is important to remain realistic about the institutional architecture of nutrition, which must be contextualised. In a country with an unstable political/security context, priorities change frequently; nutrition's anchorage, originally planned within the Office of the Prime Minister, was returned to the Minister of Health and Public Hygiene by the new government which was established in September 2014 and more concerned with security problems.
63. It is important to prepare for capitalizing on achievements, especially in a country where capacity remains low. The agencies acted pragmatically; they identified and included in their joint work plan the REACH outputs they consider essential to the country (situation analysis, mapping).
64. The inclusion of the REACH work plan within the agencies' work plan is a good transition strategy that is more likely to ensure a transfer of responsibility.

3.3. Recommendations

65. The first two recommendations concern Mali. The other four concern REACH's future engagements in other countries. They will be refined and expanded upon in the final evaluation report, drawing upon conclusions, lessons learned and good practices taken from evaluations carried out in the five countries.
66. **Recommendation 1 — Harmonization and coordination of United Nations nutrition efforts**

After developing a joint work plan in 2017, the agencies should develop either a joint programme or a common agenda that gives a more long-term vision, as called for in the UNN Strategy 2016–2020.

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

67. Recommendation 2 – Technical Support to the Coordination Cell

The Cell's functioning depends in large part on the sectoral focal points who constitute the Cell's external staff, but who were appointed without receiving enough information about their new roles and responsibilities. To successfully carry out its mission, the Cell must clarify roles, define a shared vision and foster a team spirit with focal points. These activities are crucial to the Cell's success; it should seek the services of a consultant in cohesion and teamwork. Agency support will be helpful in doing so.

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

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

In countries facing difficult situations, progress is slow and priorities change often. The recently established Coordination Cell will have to coordinate and monitor PAMN implementation within this context. It will need support from REACH, which understands the context well. Sharing facilitators between countries would enable Mali to benefit from support missions and periodic guidance following REACH engagement.

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

69. Recommendation 4 – Strengthen governance elements in the TOR of UNN nutrition focal points

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

- Responsibility: REACH Country Committee
- Deadline: 1st quarter 2018

70. Recommendation 5 – Update the mapping tool guide and review how appropriate it is for operational planning

Incoherencies in data collected during the Mali mapping exercise indicate a high risk for different data interpretations. A more rigorous system of supervising data collection should be implemented to minimize this risk. Certain stakeholders view the mapping exercise as a very useful planning tool in operational areas. It provides information on stakeholder and intervention complementarity, and reveals opportunities for encouraging synergy. Nonetheless, the tool must be simplified in order for the exercise to be carried out in operational areas (district, circle, etc.).

- Responsibility: UNN/REACH Secretariat
- Deadline: 1st and 2nd semester 2018

71. Recommendation 6 – Strengthen gender awareness within REACH

REACH should commit to strengthening gender awareness. To do so, it should: i) ensure that gender actions mentioned in the CIP text appear in the initial CIP action plan and AWP; ii) include gender indicators/components in more tools, which has already been undertaken for the Multi-Sectoral Nutrition Overview and the Situation Analysis Dashboard, but it would be important to also add them to the Policy and Plan Overview; iii) integrate a gender indicator into the REACH M&E system.

- Responsibility: UNN/REACH Secretariat
- Deadline: 1st quarter 2018

Annexes

Annex 1: Terms of Reference

**THEMATIC EVALUATION:
End of Term Evaluation of
Renewed Efforts against Child Hunger and undernutrition (REACH) in
Burkina Faso, Haiti, Mali, Myanmar and Senegal from 2014-2017
UN Network for SUN (UNN)/REACH Secretariat**

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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 change¹⁰ which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved¹¹. 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.

¹⁰ Please see annex 1 for the full theory of change.

¹¹ 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 evaluation¹² (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government¹³. 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

¹² 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.

¹³ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

document the level of agreement with the recommendations and the steps to be taken to address the recommendations; and

- **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will enable learning of particular countries, especially through the case studies, as well as highlight lessons learned across countries. The evaluation will also provide evidence-based findings to inform REACH's future operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.

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

2.3. Stakeholders and Users

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

Table 1: Preliminary Stakeholders' analysis¹⁴

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

¹⁴ This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

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

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

11. The primary users of this evaluation will be:

- The UNN/REACH Secretariat and its UN agency partners in decision-making, notably related to REACH establishment, implementation and management across countries. Lessons learned will also be used to improve current programmes and when expanding REACH to other countries in the future.

- In-country stakeholders, including government (SUN Focal Points in particular), UN, non-governmental partners, key donors, REACH facilitators to know how effective REACH is, how to redirect if and when needed to improve effectiveness, and how lessons can be shared across countries.
- Global Affairs Canada (GAC), as the donor with the highest level of interest since the evaluation focuses on countries funded by the Canadian government. Other donors may be interested in the results because of their potential to fund the REACH approach in other countries.
- Other global actors, in particular the SUN Movement Secretariat (SMS) and SUN Networks, with an interest in coherence and synergies between SUN and REACH at country level; including also the role played by REACH in supporting the establishment and functioning of SUN Networks including UNN.

3. Context and subject of the Evaluation

3.1. Context

12. In 2008 the Directors-General of FAO and WHO and the Executive Directors of UNICEF and WFP wrote a letter to Country Representatives recognizing undernutrition as a key component to malnutrition and health. The letter noted that the causes of undernutrition are preventable and linked undernutrition to overall economic and social development. The letter committed the agencies to developing a partnership called the Renewed Efforts Against Child Hunger and undernutrition (UN REACH) in an effort to strengthen the fight against undernutrition. IFAD later joined REACH in an advisory role. REACH was initially intended to help countries accelerate progress towards the Millennium Development Goal MDG1, Target 3 (to halve the proportion of underweight children under five globally by 2015) primarily through a public health oriented approach. This approach evolved over time to reflect an evolving broadened multi-sectoral approach which was articulated also in the 2013 Lancet Series¹⁵.
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

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

UNN, a role previously co-facilitated with UNSCN. The UNN supports the achievement of all Sustainable Development Goals (SDGs) and the Agenda 2030, with a specific focus on Goal 2, as endorsed by the United Nations Decade of Action on Nutrition (2016-2025). The UNN Strategy (2016-2020) further situates REACH within the UNN with tools, human resources and experiences that can be drawn upon, for support in response to assessed needs, where extra support is needed and where funding is available. UNNs are present in all SUN countries while REACH support is present in only a sub-set of SUN countries, depending on demand from national government and the UNN.

3.2. Subject of the evaluation¹⁶

15. REACH aims to reduce maternal and child undernutrition in participating countries as part of country efforts to achieve development goals. REACH's contribution is to strengthen nutrition governance and management in the countries in which it works. Two overarching theories underlying REACH are that:
 - a. Through **better coordination** and less duplication, nutrition actions will be more efficiently and effectively delivered.
 - b. By taking a **multi-sectoral approach** to nutrition, both nutrition direct and sensitive interventions will have a bigger impact on nutritional status of women and children.
16. To strengthen national governance and management, REACH implements standardized approaches and tools in each country (see Annex 3). Capacity strengthening of national actors is a critical dimension.
17. REACH's modus operandi is to establish national facilitation mechanisms to support countries to intensify coordinated action to address undernutrition and stunting. An international facilitator is usually teamed up with a national facilitator to support the establishment of effective systems for nutrition governance and management, which are defined as sustainable, government-led, multi-sectoral and solution-oriented and partnerships-based. Implementation arrangements have varied from country to country depending on the national context.
18. REACH has a multi-tiered management structure with an international secretariat based at WFP in Rome and governance in the form of a steering committee that includes representatives of all partner agencies, in addition to its country level governance.
19. Knowledge sharing systems are established and coordination mechanisms are set up. The multi-sectoral approach aims to engage relevant government ministries across relevant sectors on nutrition-specific and nutrition-sensitive actions to ensure resources are used most effectively to reach those children in need.

¹⁶ 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.

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 frame¹⁷ (see Annex 4), REACH established a high level impact aim of improving the nutritional status of children under five years of age and women. This would be achieved by addressing the four REACH outcomes:
- Outcome 1:** *Increased awareness and consensus* of stakeholders of the nutrition situation and the best strategies and priorities for improvement
- Outcome 2:** *Strengthened national policies and programmes* that operationalize and address nutrition through a multi-sectoral approach
- Outcome 3:** *Increased human and institutional capacity* on nutrition actions at all levels
- Outcome 4:** *Increased effectiveness and accountability* of stakeholders in implementing and supporting nutrition actions
22. REACH began in three pilot countries¹⁸. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011 in eight additional countries¹⁹. 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

¹⁷ 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.

¹⁸ Laos and Mauritania in 2008 followed by Sierra Leone in 2010

¹⁹ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

recommended by the evaluation in 2015, and to be able to respond to country requests for support. REACH has, however, managed to diversify its donor base.

4. Evaluation Approach

4.1. Scope

24. The evaluation will assess the effectiveness and efficiency of REACH, its progress/achievements of results and the sustainability of those achievements in five countries, including country case studies. The evaluation will also examine issues that are cross-cutting in nature (such as gender and equity, participation, national ownership, use of evidence, progress monitoring and reporting). The evaluation will assess to what extent REACH outputs and outcomes addressed gender and equity considerations. The evaluation will assess processes, coordination arrangements, governance and partnerships at country level and assess the support provided by the UNN/REACH Secretariat to the five countries.
25. Funding was received in March 2014 and activities are ongoing in all five countries up to the present time. Therefore, the evaluation reference period will be from June 2014 up until August 2017, when the evaluation's data collection will take place in order to assess the fullest extent of results achievement.

4.2. Evaluation Criteria and Questions

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

Question 1: Performance at the country level²⁰:

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

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

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

Question 3: Sustainability

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

4.3. Data Availability

28. The REACH log frame includes a range of qualitative and quantitative indicators. The evaluation team will be given baseline and end line monitoring data for each of the five countries. No data have been collected on the impact indicators as they are long-term and it is too early to see impact.

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.

²⁰ 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.

30. The factors discussed above have implications for the reliability of data as well as in terms of data comparability across countries. Not only are there differences in the way that the indicators have been applied at country level but the subjectivity of some of the scoring processes makes verifying the data challenging. As a result, the evaluation conducted in 2015 did not include an analysis against all of the outcome and output indicators. Instead, broader analysis and observations were noted.
31. The evaluation team will be given additional information including the Country Implementation Plans, budgets and annual work plans. Monthly reports, minutes of calls and meetings and donor reports will also be made available.
32. Concerning the quality of data and information, the evaluation team should:
 - a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3. This assessment will inform the data collection
 - b. systematically check accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

4.4. Methodology

33. This section presents the overall preliminary methodology for the evaluation. Building on this, a complete methodology guide will be designed by the evaluation team during the inception phase. It should:
 - Employ the relevant evaluation criteria [effectiveness; efficiency; sustainability];
 - Demonstrate impartiality and lack of biases by enabling findings to be triangulated from a variety of information sources and both qualitative and quantitative data derived primarily from interviews with the full range of REACH stakeholders, data analysis, and document and records reviews;
 - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints;
 - Carry out case studies in all five countries to capture the diversity of country context and operational modalities employed. An explanation of how country level findings will be analysed and, where possible, synthesized should be included in the Inception Report. Case studies are to explore the achievement of outputs and outcomes, whether or not REACH is on track to achieve the planned impact, indications of the sustainability of efforts, and the processes and methods used as well as the different modus operandi employed and their effectiveness. Case studies will be based on document review and interviews with stakeholders and those implementing REACH. The sampling technique to impartially select stakeholders to be interviewed will be specified in the Inception Report;

- Include an analysis of available baseline and end line data on REACH outcomes which will be analysed at country level and across countries (where possible);
- Enable an assessment of the effectiveness and efficiency of the governance and management of REACH at country level including the REACH Country Committee and technical group, as well as support provided by the REACH Secretariat;
- Enable an assessment of the effectiveness of REACH partnerships at country level, including whether the necessary commitment, agreement and actions were taken by all partners to support REACH to achieve its objectives;
- Where relevant, data will be disaggregated by sex, by age group and by country. The evaluation findings and conclusions, including the country case studies, will highlight differences in performance and results of the operation for different beneficiary groups as appropriate.

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

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

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

4.5. Quality Assurance and Quality Assessment

36. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.

37. DEQAS will be systematically applied to this evaluation. The WFP EM will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process](#)

Guide and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

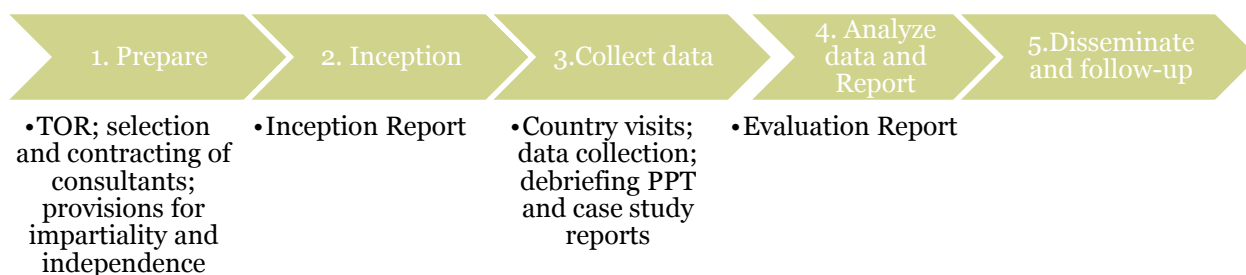
38. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
39. To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

5. Phases and Deliverables

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

Figure 1: Summary Process Map

^[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”



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.²¹

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.

²¹ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

b- Evaluation Manager:

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

62. **An internal Evaluation Committee** has been formed as part of ensuring independence and impartiality. The EC is composed of key staff of the UNN/REACH Secretariat²². 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 stakeholders²³. 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.

²² A list of members can be found in Annex 6.

²³ *idem*.

8. Communication and budget

8.1. Communication

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

8.2. Budget

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

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

Annex 1 REACH Theory of Change

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

REACH Theory of Change



Annex 2 Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015²⁴

CONCLUSIONS

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

²⁴ 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 countries²⁵ 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.

²⁵ 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).

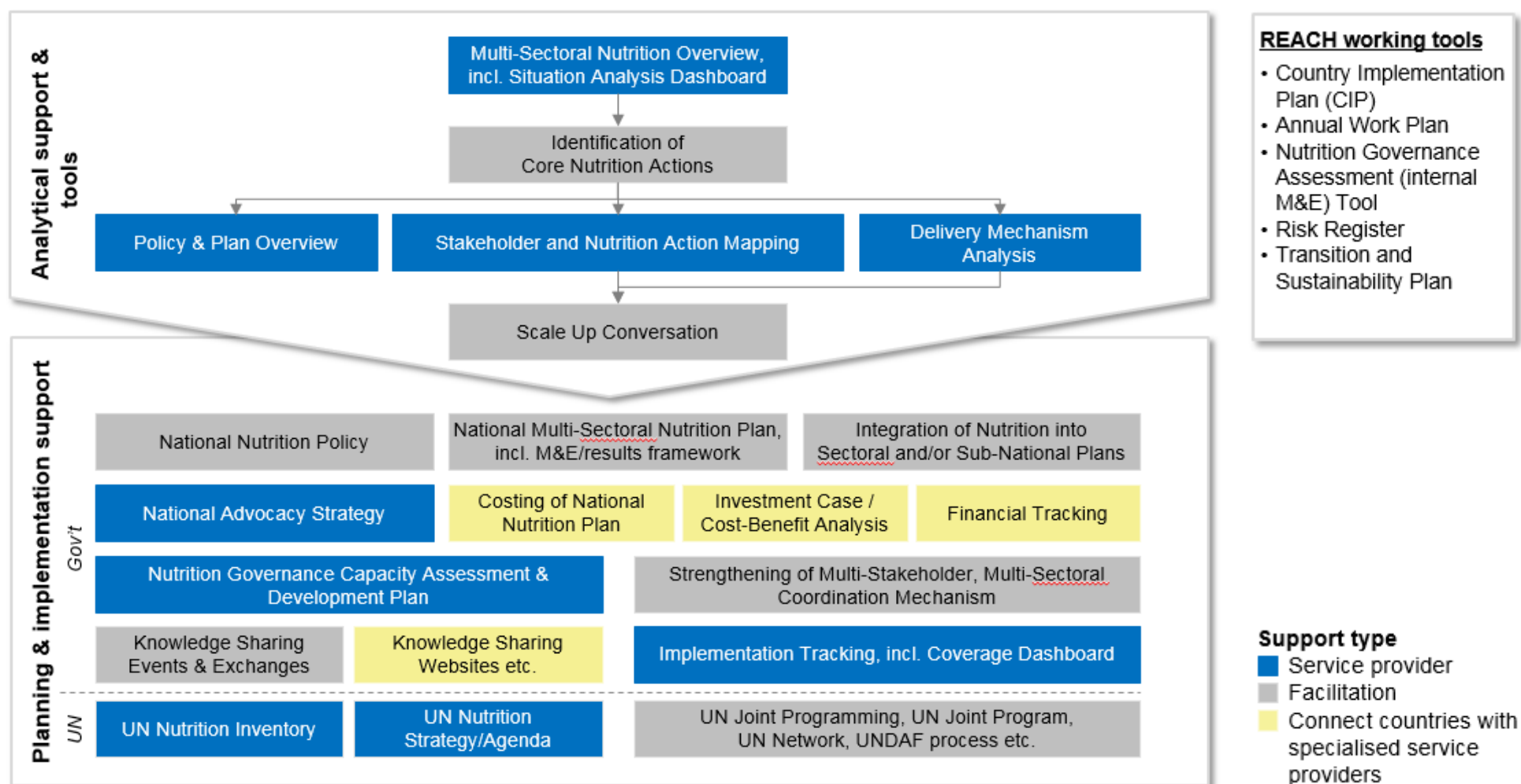
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better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

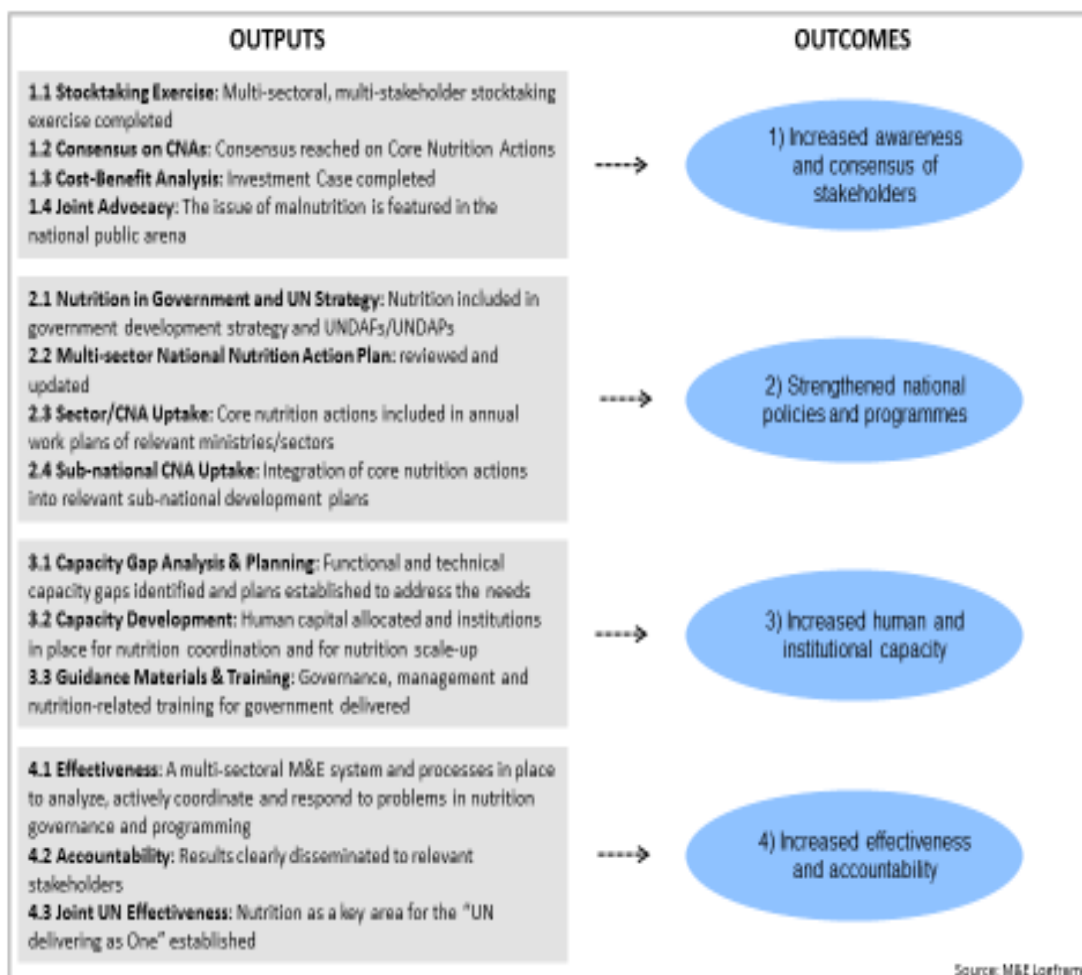
54. **Recommendation 8:** Country-level implementation of REACH should continue to be guided by CIPs and annual plans. However, CIP processes should be revised to ensure maximum leadership and buy-in from all stakeholders. CIPs should also adopt an approach to ensuring that equity and gender issues are 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 Larrey, 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?	<p>1.1.1 What progress has been made in delivering outputs and achieving REACH's four outcomes:</p> <p>a) Increased awareness and consensus</p> <p>b) Strengthened national policies and programmes</p> <p>c) Increased human and institutional capacity on nutrition</p> <p>d) Increased effectiveness and accountability</p> <p>1.1.2 Was there any intended positive or negative outcome?</p> <p>1.1.3 How did the realization of intended outcomes vary between countries?</p> <p>1.1.4 Where was REACH most successful, where least and why?</p>	<p>Actual versus planned REACH outputs:</p> <p>a) State of completion of: stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy</p> <p>b) State of completion of: nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update</p> <p>c) State of completion of: capacity gap analysis & planning; capacity development; guidance materials & training</p> <p>d) State of completion of: multi-sector M&E; accountability; joint UN effectiveness</p> <p>Intended outcomes versus actual outcomes (end-line compared to baseline data)</p>	<p>Stakeholders interviews</p> <p>REACH SC REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC</p> <p>Document review</p> <p>REACH documents and data (CIP, annual work plans, baseline and end-line data; meetings and workshop reports) National policy and strategy documents</p>	<p>Semi-structured individual interviews</p> <p>Document review: systematic analysis of different types documents (REACH, Government)</p> <p>In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources</p> <p>Validation of preliminary findings through debriefings</p> <p>Comparing countries case studies findings</p>

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. How did equity considerations vary between countries?</p> <p>1.2.4 Where was REACH most successful, where least and why?</p>	<p>Evidence of REACH work plans addressing: integration of gender equality/women's empowerment in relevant sector policies and strategies; 2) analysis of relevant indicators with a gender perspective; advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender sensitive messages disseminated by the different partners/channels</p> <p>Evidence of prioritization in country of women and children under 5</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector 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 Adequacy of planned outputs vis-à-vis national priorities and identified gaps</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector 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 How did positive and negative contributory/explanatory factors vary between countries? Are there communalities between countries?</p> <p>2.1.3 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-sector 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</p> <p>Validation of preliminary findings through debriefings</p> <p>Comparing countries 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 Document review In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources</p> <p>Validation of preliminary findings through debriefings</p> <p>Comparing countries case studies findings</p>
Q2.3 To what extent have REACH's partners demonstrated 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</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</p>	<p>Stakeholders interviews REACH SC REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators</p>	<p>Semi-structured individual interviews Document review In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources</p>

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
	there communalities between countries? 2.3.3 Where was partners' involvement most successful, where least and why?	initiatives) 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-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and Canada Document review CIPs, minutes of meetings		Validation of preliminary findings through 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?	Official endorsement of REACH outputs by relevant national entities REACH Transition plan planned or in progress Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes Evidence (steps taken) for phasing-over UN coordination-related REACH functions to the UN Network in-country (clearly defined priorities, budgets and responsibilities)	Stakeholders interviews REACH SC REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and Canada Document review Transition plan, minutes of meetings	Semi-structured individual interviews Document review In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings
Q3.2 To what extent is REACH contributing to increased national ownership and its leadership role in multi-sectoral governance and coordination?	3.2.1 Did REACH contribute to increased national ownership and leadership role in multi-sector governance and coordination? And if so how? 3.2.2 Where was national ownership and leadership most	Stakeholders perceptions about REACH facilitators capacities to mobilize/facilitate/coach and about usefulness of REACH analytical tools and methodologies Status of streamlining of REACH analytical tools and	Stakeholders interviews REACH Secretariat REACH CC Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point	Semi-structured individual interviews Document review In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
	enhanced, where least and why?	<p>methodologies into nutrition governance processes</p> <p>REACH contribution to positioning of nutrition in the national development agenda</p> <p>REACH contribution to the functionality of government multi-sector coordination structures with clear roles and responsibilities</p>	<p>Sector ministries (members of national multi-sector platforms)</p> <p>CSO alliance (Chair and co-chair)</p> <p>Donor network (Chair, co-chair) and Canada</p> <p>Document review</p> <p>National development and sector policies and strategies/action plans</p> <p>Country progress reporting to Secretariat and CC</p> <p>Baseline and end-line data</p> <p>Minutes of country consultation workshops/meetings</p>		<p>findings through debriefings</p> <p>Comparing countries case studies findings</p>

Annex 3: Country Visit Schedule

Date	Time	Organisation	Name	Function	Location
12 June	12h–13h	REACH	Souleymane DIALLO, Amadou FOFANA	Facilitators	WFP
	14H–14H30	WFP	Saikou AMADOU	Security Officer	WFP
	14h30–15h	WFP	Silvia CARUSO	Country Representative and Director	WFP
	15h30–17h	FAO	Abdoukaye KOSSIBO	Nutrition Officer	WFP
		WFP	Kamayera FAINKE	Nutrition Officer	
		WHO	Boubacar SIDIBE	Neglected Tropical Diseases Officer	
		UNICEF	Debora DIDIO	Monitoring and Evaluation Specialist (Nutrition)	
13 June	09H–10H	USAID	Fatimata OUATTARA	Nutrition-Water-Hygiene and Sanitation Project Specialist	US Embassy
	11H–12H	Ministry of Health	Modibo DIARRA	Nutrition Advisor	INRSP
			Seybou GUINDO	Nutrition Division Leader	
	12H30–13H30	REACH	Souleymane DIALLO, Amadou FOFANA	Facilitators	WFP
	14H–15H	FAO	14H–15H	Representative	FAO
	15H–16H	WHO	Lucien MANGA	Representative	WHO
14 June	08h–9h	UNICEF	Fran AQUIZA	Representative	UNICEF
	10h–13h	REACH	Souleymane DIALLO, Amadou FOFANA	Facilitators	WFP
	14h–15h	Ministry of Health	Bakary DIARRA	General Secretary	Ministry of Health
			Mama KOUMARE	National Health Director	
	16h–17h	Ministry of Health	Djibril BAGAYOGO	SUN focal point	Coordination Cell
			Sylvestre TOGO	Monitoring and Evaluation Officer	
			Marcella KEITA	Planning Officer	
15 June	Marcella KEITA	Canadian Bilateral Cooperation	Delphine TARDIF	Nutrition Project Agent	Canadian Embassy
			Zheng AHANG	Deputy Director	
			Richard Manirabona MANIRABONA	Health Project Agent	
			Amadou TALL	Education Project Agent	
	11h–12h	Ministry of Education	Nene Dickel NDAW	School Cafeteria Officer	Conference call
	13h–15h		Massaman SINABA	Programme Manager	OMAES

		Civil Society Platform	Ousmane TRAORE	Executive Director	
			Fabou KEÏTA	Executive Director	
			Djessou DOUMBIA	Project Coordinator	
			Anthioumane BARADJI	President	
			Issouf TRAORE	Health/Nutrition Officer	
			Djaffra TRAORE	Advocacy Officer	
			Mody KEÏTA	WASH Officer	
			Magbou BERRAAMBO	Nutrition Coordinator	
			Cheikh A. DIARRA	Programme Assistant	
16 June	09h–10h	Business Community Platform	Abdoulaye SANGHO	Founding Member	Misola
			Issa Sidiki SOUMARO	Member	
			Selly WANE	Member	
			Aïssata MAÏGA	Member	
	11h–12h	EU	Celine LHOSTE	Programme Manager	European Union Delegation
			Olivier LEFAY	Programme Manager	
	13h–14h	Faculty of Medicine	Akory Ag IKNANE	Master in Nutrition	Faculty of Medicine
17–18 June	Internal work				
19 June	9h–10h	REACH	Souleymane DIALLO	International Facilitator	WFP
	10h–11h	REACH	Amadou FOFANA	National Facilitator	WFP
	11h–12h	REACH	Souleymane DIALLO and Amadou FOFANA	REACH facilitators	WFP
	12h–17h	Finalization of debriefing presentations			
20 June	8h–9h	Ministry of Agriculture	Mohamed Coulibaly	Nutrition Issues Officer	WFP
	9h–11h	Follow-up			WFP
		UNN/REACH Secretariat	Nancy WALTERS	Global Coordinator	
			Nicolas BIDAULT	Deputy Coordinator	
			Tania GOOSSENS	Programme Manager	
			Christine WENZEL	Monitoring and Evaluation Officer	
		Country	Souleymane DIALLO, Amadou FOFANA	REACH facilitators	
		WFP	Silvia CARUSO	Country Representative and Director	
			Kamayera FAINKE	Nutrition Officer	
		WHO	Lucien MANGA	Representative	

		UNICEF	Deborah DIDIO	Monitoring and Evaluation Officer (Nutrition)	
		FAO	Abdoukaye KOSSIBO	Nutrition Officer	
		Business Community	Abdoulaye SANGHO	Misota Director	
		Coordination Cell	Marcella KEÏTA	Planning Officer	
			Djibril BAGAYOKO	SUN Focal Point/Cell Leader	
		Civil Society	Issouf TRAORE	CSPEEDA Health/Nutrition Officer	
		Ministry of Agriculture	Mohamed COULIBALY	Nutrition Issues Officer	
	16h	Departure for return trip			

Annex 4: List of People Interviewed

Organisation	Name	Function
External Stakeholders		
REACH	Souleymane DIALLO	International Facilitator
	Amadou FOFANA	National Facilitator
Members of REACH Country Committee		
FAO	Fatouma SEID	Representative
WHO	Lucien MANGA	Representative
WFP	Silvia CARUSO	Country Representative and Director
UNICEF	Fran EQUIZA	Representative
United Nations Agency Nutrition Focal Points		
FAO	Abdoukaye KOSSIBO	FAO Nutrition Focal Point
WFP	Kamayera FAINKE	WFP Nutrition Focal Point
WHO	Boubacar SIDIBE	Neglected Tropical Diseases Officer
UNICEF	Debora DIDIO	Monitoring and Evaluation Specialist (Nutrition)
Canadian Bilateral Cooperation		
Canadian Embassy	Delphine TARDIF	Second Secretary Development
	Zheng AHANG	Deputy Director, Children and Youth
	Richard MANIRABONA	First Secretary Development
	Amadou TALL	Project Officer Education
External Stakeholders		
SUN Focal Points and Network		
SUN Civil Society Platform	Massaman SINABA	Programme Officer
	Ousmane TRAORE	Executive Director
	Fabou KEÏTA	Executive Director
	Djessou DOUMBIA	Project Coordinator
	Anthioumane BARADJI	President
	Issouf TRAORE	Health/Nutrition Officer
	Djaffra TRAORE	Advocacy Officer
	Mody KEÏTA	WASH Officer
	Magbou BERRAAMBO	Nutrition Coordinator
	Cheikh A. DIARRA	Programme Assistant
	Abdoulaye SANGHO	Misola Coordinator
Business Community Platform	Issa Sidiki SOUMARO	Sogrexmali Director
	Selly WANE	President of Cofetprol
	Aïssata MAÏGA	Misola Monitoring Officer
	Akory Ag IKNANE	Master in Nutrition
Ministries		
Ministry of Health	Modibo DIARRA	Nutrition Advisor
	Seybou GUINDO	Department Head, Nutrition
	Bakary DIARRA	General Secretary
	Mama KOUMARÉ	National Health Director
Coordination Cell	Djibril BAGAYOKO	SUN Focal Point/Head of Cell
	Sylvestre TOGO	Monitoring and Evaluation Officer
	Marcella KEÏTA	Planning Officer
Ministry of Education	Nene Dickel NDAW	School Canteens Officer
Others		
USAID	Fatimata OUATTARA	Nutrition-Water-Hygiene and Sanitation Projects Specialist
DUE and ECHO	Celine LHOSTE	Nutrition Advisor

Annex 5: Data Collection Tools

Background

1. What was the situation in the country like before REACH and what were the outstanding challenges?
2. What is your perception of REACH's capacity to resolve/reduce these challenges?
3. *Overall, has REACH reached or surpassed expectations?*

Performance of REACH and Explanatory Factors (EQ1 and EQ2)

4. What key outcomes has REACH contributed to at country level? What were the key events and contributing organizations? Which actor(s) played a major role? In what way? What factors explain the achievement of the REACH outcomes at country level?
5. How has the performance of REACH been affected by the operational and policy environments at country level? Please elaborate.
6. What, if any, have been the unintended outcomes of REACH's interventions at country and global levels? (Please make sure we get examples/evidence)
7. Are there particular equity challenges? To what extent, and in what way, has REACH contributed to creating awareness and to putting in place approaches on equity and gender issues in nutrition at country level? (Please make sure we get examples/evidence)
8. How effective have REACH's governance structures been in supporting the achievement of its objectives? How effectively have the Secretariat and the country level worked together?
9. In what ways if any has the coordination among UN agencies evolved over the past years? Has REACH contributed to this?
10. What are the lessons learned about the performance of REACH?

Sustainability of REACH (EQ3)

11. To what extent are the outcomes that REACH has contributed to sustainable and how have they encouraged national ownership?
12. Was it realistic to expect that REACH would make a significant difference in the time frame that it was given (3 years)?

Future of REACH

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

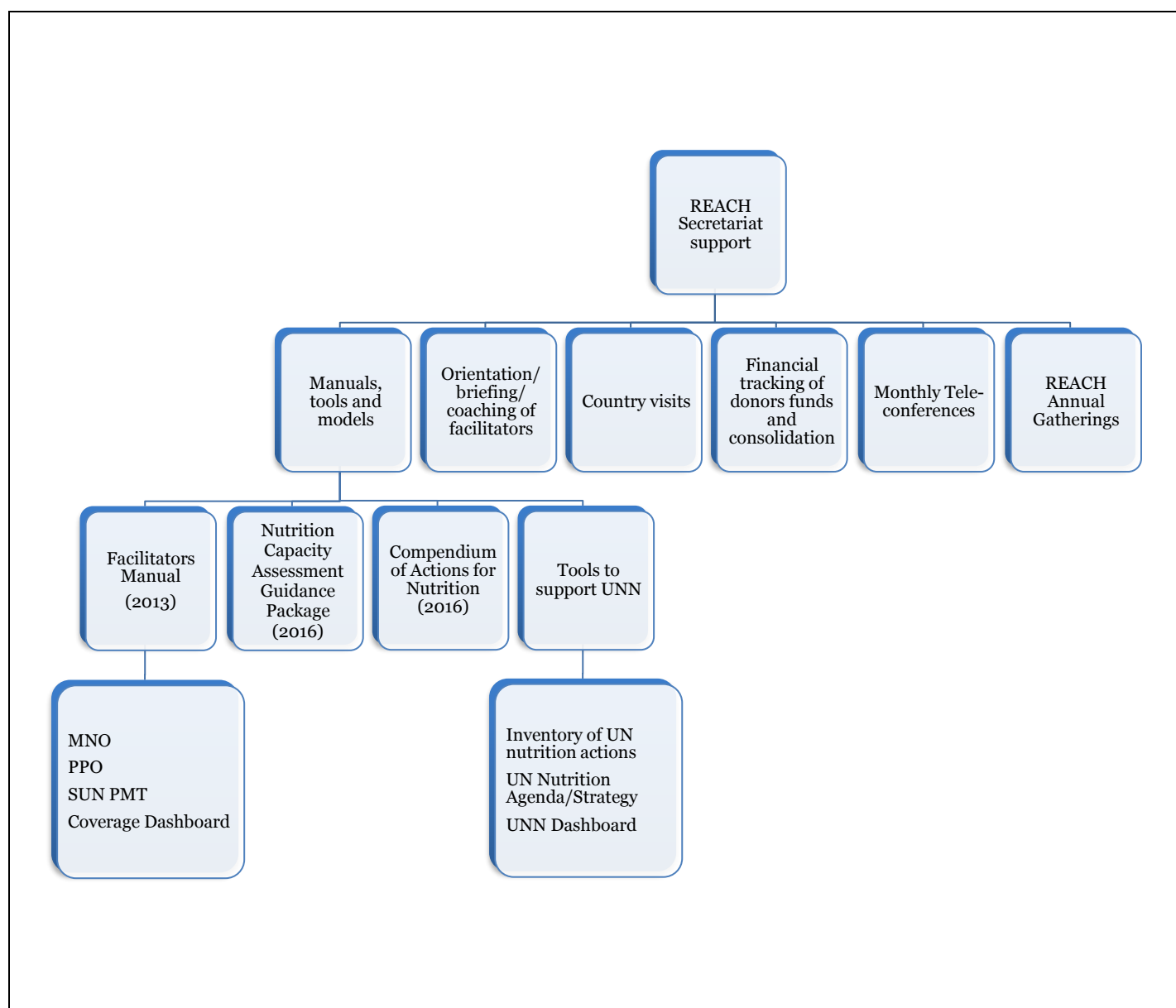
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Annex 7: Table – CIP Planned Outcomes, Outputs and versus AWP

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

Annex 8: UNN/REACH Secretariat Support

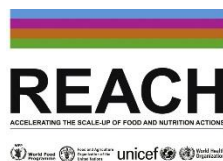


Acronyms

AWP	Annual Work Plan
CIP	Country Implementation Plan
CNA	Core Nutrition Actions
CNN	<i>Conseil National de Nutrition</i> (National Council for Nutrition)
CREED	<i>Cadre Stratégique pour la Relance Economique et le Développement Durable du Mali</i> (Strategic Framework for Economic Growth and Sustainable Development in Mali)
CSCR	<i>Cadre stratégique pour la croissance et la réduction de la pauvreté</i> (Strategic Framework for Growth and Poverty Reduction)
CTIN	<i>Comité Technique Intersectoriel de Nutrition</i> (Inter-sectoral Nutrition Technical Committee)
DN	Directorate, Nutrition Division
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GAC	Global Affairs Canada
HKI	Helen Keller International
IFAD	International Fund for Agricultural Development
MSF	<i>Médecins Sans Frontières</i> (Doctors Without Borders)
NGO	Non-Governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
OMAES	<i>Œuvre Malienne d'Aide à l'Enfance du Sahel</i> (Mali Children's Aid in the Sahel)
PAMN	<i>Plan d'Action Multisectoriel de Nutrition</i> (Multi-sectoral Nutrition Action Plan)
PNN	<i>Plan National de Nutrition</i> (National Nutrition Policy)
PoINSAN	<i>Politique Nationale de Sécurité Alimentaire et Nutritionnelle</i> (National Food Security and Nutrition Policy)
PTF	<i>Partenaires Techniques et Financiers</i> (Technical and Financial Partners)
REACH	Renewed Efforts Against Child Hunger and undernutrition
SMART	Standardized Monitoring and Assessment of Relief and Transition
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UNDAP	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization

Rome, December 2017, DE/2017/REACH021

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



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