

Decentralized Evaluation

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

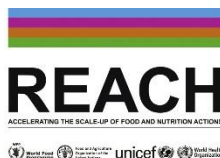
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Executive Summary

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 among stakeholders of the nutrition situation and the best strategies and priorities for improvement; 2) strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach; 3) increased human and institutional capacity on nutrition actions at all levels; 4) increased stakeholder effectiveness and accountability in implementing nutrition actions. The objectives of this evaluation are: 1) accountability—assess and report on the performance and results of REACH in the five countries; and 2) learning—determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
2. The main stakeholders and users of the Senegal 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; GAC; the SUN government focal point; the *Ministère de la Santé et de l’Action Sociale* (Ministry of Health and Social Action); the *Ministère de l’Agriculture et de l’Équipement Rural* (Ministry of Agriculture and Rural Development); the *Ministère de la Femme, de la Famille et de l’Enfance* (Ministry of Women, Family and Childhood), the *Ministère de l’Éducation Nationale* (Ministry of Education); the *Cellule de Lutte contre la Malnutrition* (CLM, Fight Against Malnutrition Unit); the *Secrétariat Exécutif du Conseil National de Sécurité Alimentaire* (SE-CNSA, Executive Secretariat of the National Food Security Council); the Civil Society and Donor Networks. The UNN/REACH Secretariat and its four UN partner agencies will use these evaluation findings to inform REACH’s operational and strategic decision-making. The lessons learned will be used to improve current and future engagement in other countries.
3. The UNN/REACH Secretariat’s exploratory mission to Senegal was carried out in June 2014. Considering the country’s existing achievements, the mission focused on areas that warranted attention. Despite a high level of awareness of nutrition, the country lacked a multi-sectoral dynamic uniting actors around a common vision, which also delayed the process of reviewing the nutrition policy planned since 2009. Nutrition appears in the *Plan Sénégal Emergent* (PSE, Emerging Senegal Plan) 2014, and in the revised United Nations Development Assistance Plan (UNDAP) 2012-2018. With the exception of the health sector, which is fundamental, and education, which leads nutrition-specific activities (vitamin A supplementation, promotion of salt iodization) and nutrition-sensitive activities such as nutrition education through school gardens, other sectors lead sensitive activities without establishing a connection with nutrition. The country has a coordination structure, the CLM, created in 2001 and based within

the Office of the Prime Minister, which operates as a coordination and monitoring and evaluation (M&E) mechanism for the national nutrition policy. The CLM has proven its capacity in programme coordination but not in multi-sectoral coordination. The UN and Donor Network has been in place since 2011, and Civil Society is being formalized. Systems for the monitoring of nutrition-specific and nutrition-sensitive data are in place (surveys, sectoral monitoring system, the CLM monitoring system, etc.). However, there is no connection between these systems that allows for a more global analysis from a multi-sectoral perspective.

4. The evaluation is based on three criteria: effectiveness, efficiency and sustainability. The main evaluation questions, as indicated in the Terms of Reference (TOR), were: 1) what are REACH results in each country (effectiveness, efficiency and equity); 2) what are the explanatory/contributing factors explaining results; and 3) to what extent are the results achieved and the REACH operational models sustainable? To respond to these questions, primary qualitative data was collected through semi-structured interviews with REACH stakeholders and triangulated with secondary data retrieved from documents and the REACH M&E system. The limitations encountered are not country-specific; the two most significant were indicators lacking sufficient specificity, and difficulty attributing certain results to REACH activities.

Key findings

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

Evaluation Question 1 – Performance at the country level

6. Concerning outcome 1, situation analysis, including a dashboard, was carried out and updated in 2015. This document was not widely distributed. While this analysis was useful in the World Bank series of “investment case” studies, the dashboard proved less so, as the CLM preferred to continue using its existing monitoring system. The stakeholder and nutrition action mapping was carried out in 2015 by a national consultant, with the support of an international consultant (a former REACH facilitator with mapping experience in Niger) and the UNN/REACH Secretariat. Stakeholders were engaged in the orientation meeting and the adaptation of the tool as well as the debrief. Several challenges were encountered due to lack of available data from the Ministry of Health and Social Action and delays in transmitting data to the CLM. Some of the mapping data was used for the development of the *Plan Stratégique Multisectoriel de la Nutrition* (PSMN, Strategic Multi-Sectoral Nutrition Plan). A list of Core Nutrition Actions (CNAs) was developed for mapping needs and was also shared with stakeholders for the development of the PSMN, but the latter went beyond the list, using instead a reference guide developed by the CLM that included more actions per sector. The Policy Overview (2015) was conducted as per the Country Implementation Plan (CIP) but was not submitted to the CLM. The added-value of its scoring system was considered weak with regard to revising sectoral policies, which the Ministry of Economy, Finance and Planning had already begun to update using other parameters they themselves had established. REACH participated in a series of World Bank “investment case” studies and contributed to, in partnership with UNICEF and the World Bank, an institutional analysis of the nutrition sector. The advocacy and communication strategy for the implementation of the *Politique Nationale de Développement de la Nutrition* (PNDN, National Nutrition Development Policy) was developed jointly with an action plan and costed over a five-year period.
7. Concerning outcome 2, nutrition appears in the PSE and the revised UNDAF (2012-2018). The PNDN (2015-2025) was produced and approved in 2015 by the Ministry of

Economy, Finance and Planning, which oversees the definition and approval of national policies. Similarly, the PSMN (2017-2021), developed between 2016 and 2017, was also validated in June 2017 by the CLM steering committee under the aegis of the CLM Chair and in the presence of UNICEF and WHO heads of agencies, and representatives from the World Bank, the Canadian Embassy and REACH. REACH supported workshops and participated in the committees and document revision. REACH played a unifying role in the document's development, which mobilized many stakeholders.

8. Concerning outcome 3, the institutional analysis was the primary activity and was carried out with the support of an international consultant. In-depth interviews were carried out with the CLM and key sectors to gather data on institutional and organizational life, and other actors were consulted through semi-structured interviews and a questionnaire. The report, which contains a wealth of information on capacities in place, is very much appreciated. The coordination structure, the CLM, was created in 2001, and sectoral focal points for the 12 ministries were identified. These focal points represent their ministries within the CLM steering committee, but their individual capacity to influence their ministries varies greatly. The Civil Society Network is active and has been in place since 2013. It held its general constituent assembly in 2015 and has a Memorandum of Understanding (MOU) (2014) and a communication strategy (2016). It is active in different areas (advocacy, studies, etc.).
9. Concerning outcome 4, the CLM is developing an integrated web-based M&E platform for the PSMN. The tool is not yet finalized. There is a Donor/United Nations System platform in Senegal. REACH leads ongoing advocacy and mobilization activities with the four UN heads of agencies to maintain momentum for nutrition. It also supported an inventory of UN nutrition actions in 2016. The UN Network does not yet have a shared strategy or a joint nutrition programme inspired by the PSMN.
10. **Efficiency.** The overall budget implementation rate for 2014-2016 is 69 percent and implementation rates within the four outcomes vary: 54 percent (Outcome 1), 11 percent (Outcome 2), 47 percent (Outcome 3), 0 percent (Outcome 4). It is important to recognize that budget planning was difficult within the country context. Most of the activities for outcome 2 have been initiated, costed by the CLM and funded through various sources. REACH's contribution was lower than the budget indicated in the CIP. Also, activities for outcome 4.1 that depend on the development and execution of the strategic plan were not carried out. For 2017, budgetary implementation will improve. It was 46 percent in June 2017. Other factors impacting effectiveness were: time spent discussing activity choices during Annual Work Plan (AWP) development; deferment or delays in activities due to the CLM schedule; deliverables-outputs developed but not used (Policy Overview and Dashboard); delay in hiring the national facilitator.
11. **Equity.** The CIP stipulates that REACH support the following actions: integration of equality in policies and strategies; involvement of the Ministry of Women in multi-sectoral coordination; collection of indicators broken down by sex and data analysis from a gender perspective; capacity strengthening of women's organizations working in nutrition; advocacy for women to be represented in coordination mechanisms at all levels. During implementation, these activities were not included in the AWP, and the gender indicator in the Dashboard was not entered for lack of data.

Evaluation Question 2 – Contributing Factors

12. The CLM's initial skepticism regarding REACH's contribution (the CLM did not request REACH support, the four signatory agencies did); differences of opinion and perception between the REACH Secretariat, facilitators and the CLM regarding the relevance of certain stocktaking analyses and the degree of flexibility allowed in developing AWP; and frequent staff changes all negatively affected REACH performance. Positive factors observed: existence of an entry point (CLM); arrival of REACH at an opportune moment to support the creation of an environment favourable to PSMN development; an approach based on alignment between REACH activities and national priorities; complementarity of the two facilitators; UNN/REACH Secretariat support; the offer by the CLM to host the national facilitator; the agencies' positive appreciation for REACH work; and the interest shown for REACH by the host agency, WFP.

Evaluation Question 3 – Sustainability

13. The situation analysis and mapping exercise, the national advocacy and communication strategy for the PNDN, and the results of the capacity gap analysis have all been included as outputs in the PSMN, thus ensuring their long-term sustainability. The lack of knowledge transfer regarding the situation analysis will be a challenge to overcome. A solution was found for the stakeholder and nutrition action mapping exercise, thanks to the training of trainers. The sustainability of the REACH approach through continuation of the national facilitator's role will be ensured with funding from Nutrition International.

Overall Conclusions

14. The performance of the multi-sectoral and multi-stakeholder stocktaking analyses was impacted by the initial scepticism regarding REACH's added-value and the non-relevance of certain outputs like the Policy Overview, according to the CLM. However, certain outputs (stakeholder and nutrition action mapping, national advocacy and communication strategy, institutional analysis) were very appreciated and included in the PSMN. REACH arrived in Senegal at an opportune moment and its role in facilitating the development of the PSMN was deemed beneficial. The nutrition reference framework is in place. Nutrition is included in the PSE and the UNDAF, and the PNDN and the PSMN have been produced and approved or validated. The coordination structure, the CLM, is in place. It must deal with the challenges of coordinating a multi-sectoral approach that requires further skills. The results of the institutional analysis in the nutrition sector could help address shortcomings. Nominated without guidance nor detailed instructions regarding their role, the focal points function to varying degrees, though they hold much responsibility within the multi-sectoral approach. The networks are incomplete; Civil Society is in place and functioning. A monitoring system integrated into the PSMN is being developed. The UN Network carried out the inventory of UN nutrition actions with REACH support; however, it still does not have a joint nutrition programme inspired by the PSMN. A UN Network strategy/agenda is planned with REACH support.
15. **Equity.** Gender-specific activities do not appear in AWP, which compromised their implementation from the outset.
16. **Sustainability.** Stakeholder and nutrition action mapping, the communication strategy and the results of the capacity gap analysis have been included in the PSMN,

and the national facilitator will be supported by Nutritional International funding beginning in 2018.

Recommendations

17. R1 – Strengthen harmonized efforts by the UN in favour of nutrition

Agencies must work together to develop a new common document (joint programme, common agenda, joint strategy), by drawing on lessons learned from the *Programme Intégré Santé Education Nutrition* (PISEN, Integrated Programme for Health, Education and Nutrition).

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

18. R2 – Establish CIP revision procedures

REACH must ensure that a clause allowing for revision of the CIP or the addition of new activities that respond to emerging needs is included in future contracts with donors. These revisions will be made with respect to REACH outcomes.

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

19. R3 – Include knowledge management in activities supported by the UNN/REACH Secretariat

At the instigation of REACH, or with its support, countries have begun to adopt a multi-sectoral approach to nutrition is under way in the country. Implementation of multi-sectoral strategic plans will begin and countries will need to mutually support one another. REACH can help by establishing a digital platform for knowledge and experience sharing.

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

20. R4 – Reinforce gender awareness

To strengthen gender awareness, REACH should: i) ensure that gender actions cited in the CIP appear in the initial CIP action plan and AWP; 2) include a gender indicator/component in more tools, as was already done for the Situation Analysis and the Dashboard, but remains important to add 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 resource materials and tailored support (facilitation, coaching, mobilization) to attain the following four outcomes: 1) increased awareness and consensus among stakeholders of the nutrition situation; 2) strengthened national policies and programmes; 3) increased human and institutional capacity on nutrition actions at all levels; and 4) increased stakeholder effectiveness and accountability in favour of multi-sectoral nutrition governance. In 2016, “Joint UN Effectiveness”, one of the outputs under outcome 4, became a separate fifth outcome “Harmonized and coordinated UN efforts” in alignment with the UNN Strategy.
3. In 2011, Global Affairs Canada (GAC) provided funding to REACH in eight “generation 1” countries (Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania), and in 2014, to four “generation 2” countries (Burkina Faso, Haiti, Myanmar and Senegal) as well as additional funding to Mali. The present evaluation concerns these five countries. It is undertaken as per agreement of UNN/REACH Secretariat with GAC.
4. The objectives of this evaluation are two-fold: 1) accountability—assess and report on the performance and results of REACH in the five countries; and 2) learning—determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators were still in country.
5. The main stakeholders and users of the Senegal 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; GAC; the SUN government focal point; the *Ministère de la Santé et de l’Action Sociale* (Ministry of Health and Social Action); the *Ministère de l’Agriculture et de l’Équipement Rural* (Ministry of Agriculture and Rural Development); the *Ministère de la Femme, de la Famille et de l’Enfance* (Ministry of Women, Family and Childhood); the *Ministère de l’Éducation Nationale* (Ministry of Education); the *Cellule de Lutte contre la Malnutrition* (CLM, Fight Against Malnutrition Unit)¹; the *Secrétariat Exécutif du Conseil National de Sécurité Alimentaire* (SE-CNSA, Executive Secretariat of the National Food Security Council); the Civil Society and Donor networks. The

¹The CLM was created in 2001 by presidential decree. It is overseen by the Prime Minister and charged with helping define and establish the national nutrition policy. It develops strategies to carry out national nutrition programmes, and ensures they are properly carried out, monitored and evaluated. It is made up of about 15 ministries, representatives from Civil Society, and local elected representatives. The CLM meets once a quarter and has a *Bureau Exécutif National* (BEN, National Executive Office), which acts as its functional branch.

UNN/REACH Secretariat and its partner agencies will use these evaluation findings to inform REACH’s operational and strategic decision-making. The lessons learned will be used to improve current and future REACH engagement.

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 and indicators, data sources and approaches to data collection.
7. The visit to Senegal, carried out by the regional consultant, took place from 29 May to 7 June (Evaluation Schedule: Annex 3). Primary qualitative data were collected through semi-structured interviews with REACH stakeholders (List of People Interviewed: Annex 4 and Data Collection Tools: Annex 5). These were triangulated with secondary data retrieved from documents (e.g., mission reports) and the REACH Monitoring and Evaluation (M&E) system (Bibliography: Annex 6). A debriefing with people interviewed and the UNN/REACH Secretariat was organized by teleconference on 7 June to obtain feedback on preliminary findings.
8. No major limitations were observed in the country. Those encountered are not country-specific. They are: 1) some indicators are weak in terms of relevance and specificity—for example, a quantitative indicator is used to measure a qualitative result for outcome 1; 2) difficulty attributing certain findings to REACH, particularly when REACH support takes the form of facilitation rather than service provider, and the fact that benchmarks are not under REACH control; 3) reliability of information due to a lack of flexibility within the baseline/endline template (for instance entering “not applicable” is not proposed as an option): all indicators are filled out even though the initially planned activity or deliverable was not retained or was done without REACH contribution; 4) data availability for outcome 3, which is obtained through nationwide surveys or national information systems that are beyond REACH control; furthermore, REACH timelines are too short to produce changes in coverage or behaviour.

1.2. Country-specific context

9. This sub-chapter gives a brief overview of the socio-political context and the nutrition governance situation prior to REACH activities. Information on governance is based on information retrieved from the Country Implementation Plan (CIP), mission reports and interviews. It is presented in the following paragraphs according to the four REACH outcomes.
10. 2014 was characterized by an acceleration in economic growth that went from 3.6 percent (2012) to 4.4 percent (2014). However, these rates are still not sufficient enough to

Key Indicators

Human Development Index (2013)	163 of 187
Global Hunger Index (2014)	14.4 (alarming)
Gender Inequality Index (2015)	162 of 188
Female literacy (2013)	62 %

Sources: UNDP; IFPRI; UNESCO

impact the poverty rate, which remains high (46.7 percent).² Food insecurity affects 16 percent of households (2014) and households in rural areas are more affected: 21 percent compared to 9 percent in urban areas.³ The nutrition situation is improving, but its progression is not uniform and regional discrepancies persist. Chronic malnutrition hovers between 20.1 percent (2005), 15.5 percent (2012) and 19.4 percent (2014), and acute malnutrition is still critical in the country's northern regions with a rate of 16 percent (Matam) versus 5 percent nationally.⁴ Efforts have been made regarding gender, but inequality persists. Women represent 43.4 percent of the national assembly (2014), and 50 percent of women of working age (15 years or older) are employed, versus 64.4 percent of men.^{5 6}

11. **Outcome 1 – Increased awareness and consensus.** Senegal has several achievements: nutrition data is regularly provided by annual ongoing Demographic and Health Surveys (DHS) in place since 2012; an analysis of malnutrition causes was carried out in areas where the Nutrition Enhancement Program operates; and according to interviews, nutrition awareness is already strong among stakeholders. However, the multi-sectoral dynamic uniting actors around a shared vision for nutrition is lacking: there are many participants and they do not take a concerted approach.
12. **Outcome 2 – Strengthened national policies and programmes.** Nutrition appears in the *Plan Sénégal Emergent* (PSE, Emerging Senegal Plan) 2014 under axis 2 “Human capital, social security and sustainable development”, and in the revised United Nations Development Assistance Plan (UNDAP), under axis 2.1 “Creation of opportunities for economic development” and axis 2.2 “Improvement of equal access to basic social rights and services, social security and sustainable development”, and specific nutrition indicators appear in the results framework. A revision of the policy letter (2001), to be conducted in an inclusive and participatory manner and planned since 2009, remains to be carried out. The significant duality between the CLM and the *Division de l’Alimentation et de la Nutrition* (DAN, Food and Nutrition Division)/Ministry of Health and Social Action, coupled with partners’ mixed views on which of these two should lead the process, delayed the policy review. Apart from the Ministry of Education, which includes nutrition in curricula and leads education and supplementation activities in schools, the other ministries develop nutrition-sensitive actions without being aware of their sector’s link and contributions to nutrition.
13. **Outcome 3 – Increased human and institutional capacity.** Despite the existence of the CLM, which oversees implementation of the national nutrition policy, there is no approach to coordination that enables all stakeholders to contribute effectively to decision making and operate in a coherent and integrated way. All ministries involved in nutrition have designated nutrition focal points. Among the SUN Networks, the Donor network was created in 2011 with GAC (formerly Canadian International Development Agency (CIDA)) as chair. The Civil Society network, established in 2013, held its general constituent assembly in 2015.
14. **Outcome 4 – Increased effectiveness and accountability.** Various monitoring systems are in place: Standardized Monitoring and Assessment of Relief and Transition (SMART) surveys; Continuous DHS; *Système National d’Information*

² <https://www.sec.gouv.sn/IMG/pdf/PSE.pdf>

³ PAM. 2014. Senegal - AGVSAN, July 2014

⁴ http://www.who.int/nutgrowthdb/database/countries/who_standards/sen_dat.pdf?ua=1

⁵ Government. 2011 *Cadre stratégique pour la croissance et la réduction de la pauvreté* (CSCR, Strategic Framework for Development and Poverty Reduction) 2012-2017

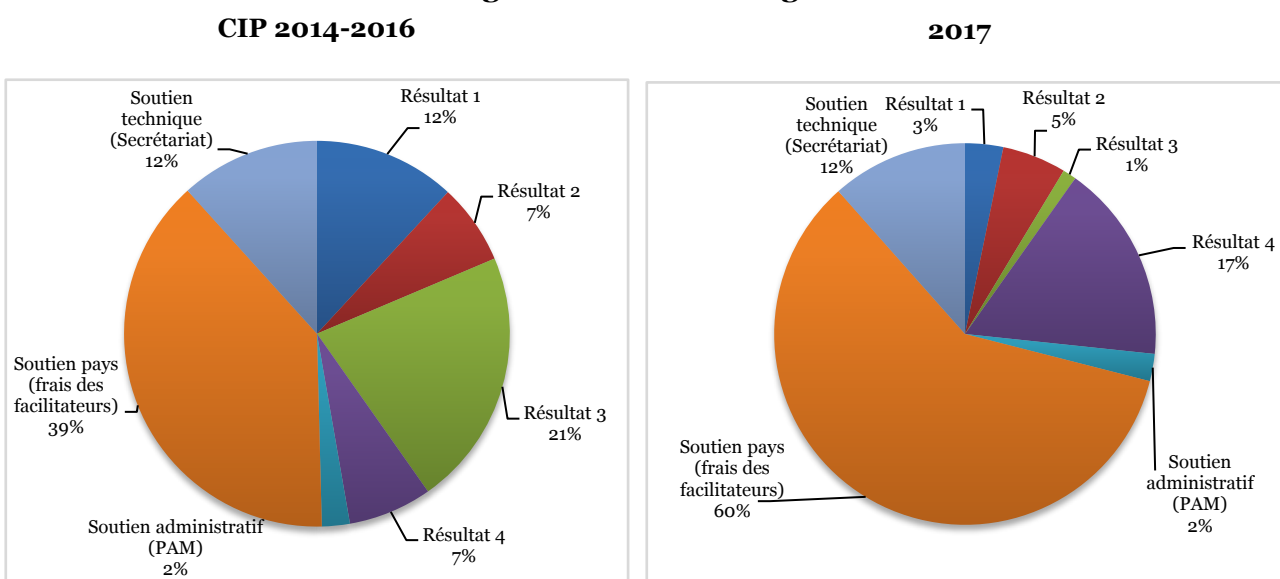
⁶ <http://www.ansd.sn/ressources/publications/Rapport%20ENES%202017%20TRIM%201.pdf>

Sanitaire (National Health Information System); *Cadre Harmonisé Agricole* (Harmonized Agricultural Framework); and the CLM monitoring system, which enables monthly data reports from areas with CLM coverage. But there is no connection between these systems to enable a global analysis from a multi-sectoral perspective. The UN Network is fused with the Donor network and participates in the *Programme Intégré Santé Education Nutrition* (PISEN, Integrated Programme for Health, Education and Nutrition) (2013-2017), initiated by the UN in the framework of the UNDAF 2012-2016. However, agencies continue to work in parallel at the operational level.

1.3. REACH in Senegal

15. In June 2014, the UNN/REACH Secretariat commissioned an exploratory mission in Senegal at the request of the four REACH agencies. The mission was carried out by the regional REACH facilitator, who had been based in Senegal for 18 months and had, therefore, a very good understanding of the context, and the international REACH facilitator in Ghana. The objective of the mission was to assess nutrition governance using a participatory approach including: a document review; a consultation workshop with the government and *Partenaires Techniques et Financiers* (PTF, Technical and Financial Partners); individual interviews and group discussion; and a debriefing in July 2014. The following proposals were made regarding hosting for REACH: administrative hosting with WFP, operational hosting for the national facilitator with the CLM and with UNICEF or WFP for the international facilitator. The CLM would be REACH’s entry point into the government. The international facilitator began on a UNICEF contract in October 2014. Then she transferred to a WFP contract in October 2015, and the national facilitator began in March 2016. REACH engagement in the country ends December 2017.
16. The initial REACH budget for 2014-2016 was USD 925,833. In 2016, GAC approved an extension to 31 December 2017. A total of USD 433,068 was allocated for 2017 (balance as of 31 December 2016 USD 291,439, left over from the initial three-year budget, in addition to remaining funds intended for generation 1 countries).

Figure 1: Planned budget



Source: REACH. Budget CIP Senegal Final Excel Sheet and Copy of PA REACH 2017VF

2. Evaluation Findings

Overview of planned activities

17. Overall, the activities initially planned in the CIP are relevant. Most have been retained in the Annual Work Plans (AWPs); (Table: CIP Planned Activities versus AWP in Annex 7). However, modifications were made, as is often the case in mid-term planning. From 2016, certain activities were no longer planned, for example “Activity 4.2: dissemination of results”; new activities were added either to complement a preceding activity—for example “Activity 1.1.4 – Support provided to the CLM to update the 2015 exercise including the integration of missing data on key actors”—or to respond to new needs—for example, “Activity 3.2.2 – Conduct a training of trainers on the stakeholder and nutrition actions mapping tool”.

2.1. Evaluation Question 1 – What are REACH results?

Effectiveness

18. The results are presented according to the four REACH outcomes. For each outcome, the process towards achieving outputs is described, while progress made is analysed based on the REACH M&E system together with stakeholders’ views.

19. It is important to note that effectiveness is analysed based on progress made towards achieving the 15 expected REACH outputs, which are quantifiable, and does not clearly reflect the time and amount of effort the facilitators dedicated to facilitation and negotiation activities in Senegal. During AWP development, the facilitators had to negotiate both with the CLM, which set its own priorities, and with the UNN/REACH Secretariat, which could not diverge too much from activities planned in the CIP. During stocktaking exercises, the facilitators developed strategies to motivate the CLM team, who were more concentrated on developing the *Politique Nationale de Développement de la Nutrition* (PNDN, National Nutrition Development Policy) and the *Plan Stratégique Multisectoriel de la Nutrition* (PSMN, Strategic Multi-Sectoral Nutrition Plan). Throughout the development of the PNDN and the PSMN, which was a source of tension, the facilitators played an important role as mediators to create conditions favourable to producing these documents. These REACH actions are more or less apparent in the following paragraphs, but specific attention must be drawn to them because they are not easily measured.

Outcome 1

20. **Output 1.1 Multi-sector and multi-stakeholder stocktaking.** The situation analysis (currently called Multi-Sectoral Nutrition Overview), was carried out in 2014, then revised in 2015 (in consultation with the CLM) to integrate data from the last Continuous DHS 2014. The UNN/REACH Secretariat provided an intern from Columbia University in New York to support REACH in carrying out analytical work under the supervision of the UNN/REACH Secretariat. The analysis was carried out in a non-participatory manner and with no skills transfer. Likewise, the choice to use an intern was deemed ill-adapted for interaction with the CLM team. The final document was submitted to the CLM for validation. Distribution was limited, as the CLM had not organized a meeting for this purpose; in addition, a more condensed or printed version, which could have been disseminated more easily, was not produced. However, the analysis contributed to the World Bank “investment case” studies and it is appreciated by the CLM, which intends to repeat the exercise for the PSMN midterm review.

21. The stakeholder and nutrition action mapping was also carried out in 2015 with the help of a national consultant, who received guidance during the preparatory phase by a former REACH facilitator with mapping experience in Niger, and the UNN/REACH Secretariat. The CLM team, focal points and members of Civil Society participated in an orientation meeting and adaptation of the tool. The consultant subsequently sent the questionnaire to structures identified by the CLM, accompanied by an introductory letter from the CLM; visited the structures to supervise the completion of the questionnaires; and entered data, which was then sent to the UNN/REACH Secretariat for analysis. The facilitators organized a debriefing with the CLM team, focal points, partners and Non-Governmental Organizations (NGOs).
22. The mapping was appreciated for its participatory approach; however, people interviewed expressed disappointment at the fact that data analysis was done by the UNN/REACH Secretariat and not by local actors with the same capacities. The mapping was, in some ways, incomplete. For example, the Ministry of Health and Social Action did not fill out the entire questionnaire because the central level did not have all the information. The CLM's engagement was not optimal. As some participants did not sufficiently understand the questionnaire, the CLM team had to assist with filling in the tool and make corrections. This led to lengthened delays in obtaining data from the CLM.
23. Since the mapping exercise was based on a shorter list of Core Nutrition Actions (CNAs) than that which appears in the PSMN, it was only partially useful to PSMN development. However, the output is appreciated because some found it a useful decision-making tool for geographic targeting. For the CLM, the mapping exercise, or more precisely the Scaling Up Nutrition Planning and Monitoring Tool (SUN PMT) can be used to monitor coverage of interventions listed in the PSMN. To this end, it will be included in the web-based M&E platform integrated into the PSMN, currently being developed. REACH will support this initiative through three activities: stakeholder and nutrition action mapping based on PSMN interventions to provide a baseline; integration of the SUN PMT tool into the platform; training of trainers to ensure that sectoral focal points in charge of entering data into the platform for their sector are trained. These activities are planned in the 2017 AWP's but have not been carried out.
24. The Dashboard was created in 2015, at the same time as the stakeholder and nutrition action mapping. However, it was not shared with the CLM, considering the unit's lack of interest in this deliverable. The policy analysis (called *Aperçu des politiques liées à la nutrition au Sénégal* (Overview of nutrition policies in Senegal)) was carried out in 2015 by an international consultant using the template recommended by UNN/REACH. This document, which consists of 78 slides, is still in draft form and was not shared with the CLM either. According to the manual developed by REACH, the overview should analyse different policy and strategy documents using a coding system (for example, a grade of >0 to 25% is attributed if "nutrition is somewhat addressed", or a grade of >25 to 50% if "nutrition is partially addressed"), and provide a list of specific recommendations written to enrich assessments of future policies/strategies, as well as a calendar outlining planned policy reviews. The coding system was applied and recommendations were made (slides 39 to 47). However, it was not considered useful to share this document because in 2014 the Ministry of Economy, Finance and Planning asked the ministers to update their sectoral policies. Three questions arose: why insist on maintaining deliverables that no longer respond to the expectations of the national counterparts? Considering that a policy revision process had already begun, why was the deliverable not adapted to the needs of the planned revision

through consultations with the Ministry of Economy and the CLM (specifically a more concise document focused on nutrition shortcomings to address in revisions)? And more globally, what is the use of the relatively subjective coding system suggested in the REACH approach?⁷⁸

25. **Output 1.2 Consensus on CNAs.** In anticipation of the stakeholder and nutrition actions mapping, REACH organized a workshop for the development of CNAs in 2015 with the CLM team and the agency focal points. A list of 25 CNAs with a detailed description of each intervention was produced. Once again, the timeliness of this exercise was questioned. According to our interviews, sectors began discussing these questions in preparation for PSMN development. Thus, this list did not contribute to the PSMN development. The CLM instead chose to develop a technical reference document (cf. paragraph **Error! Reference source not found.**).⁹
26. **Output 1.3 Cost-Benefit Analysis.** The World Bank planned a series of studies in seven areas of nutrition governance (economic, financial, and institutional analysis, etc.) to evaluate the country situation after 12 years of engagement. It appears that the economic analysis applies to the output “investment case”. REACH was a stakeholder in this process, in partnership with the World Bank and UNICEF, and contributed to the theme of institutional performance.
27. **Output 1.4 National advocacy and communication.** The process of developing the advocacy and communication strategy for implementing the PNDN began in March 2016, and followed an iterative approach with the CLM and a consultative approach with stakeholders. The process began with REACH preparing TOR, which were submitted to the CLM for validation, and REACH recruited the consultant. The methodology and timeline were also submitted for CLM approval and the consultant began gathering documents from various nutrition stakeholders. Following data collection, the consultant submitted a first version of the strategy including the analytical section, strategic elements and the implementation framework to REACH, who shared this with the CLM. The document was also shared with the agencies, who gave their feedback during a meeting held at WFP. This participatory approach enabled the consultant’s document to be refined. Following this process, the consultant developed and communicated a five-year costed operational plan, and a guide for messages and statements on which to base all key messages directed at advocacy targets.
28. A summary document highlighting priority actions to implement over the course of a year and their impact on the outcome to which they are expected to contribute is being printed. This document will support resource mobilization for the implementation of the communication strategy.
29. **Progress achieved on outcome 1 – Increased awareness and consensus.** The REACH M&E system confirms that this outcome was already achieved before REACH began its engagement (cf. table 1); the number of agencies involved in nutrition increased with the addition of UNESCO. From a qualitative perspective, according to opinions expressed during the interviews, consensus and the shared vision on nutrition have improved. The development of the PSMN contributed to this situation. It

⁷ REACH. 2016. Policy and Plan Overview Template

⁸ REACH. 2013. Country Facilitators Manual – 2nd edition

⁹ CLM. 2016. Development of the PSMN in Senegal – Technical Reference Document for the Application of Sector and other Stakeholder Action Plans

generated significant mobilization on the part of all stakeholders who worked together over the course of a year.

Table 1: Progress in outcome 1					
Stakeholder group	Baseline	Endline	Trend	Target	Comment as per REACH endline data analysis
NGO	100%	100%	→	80%	Baseline: HKI, World Vision, Childfund, ACF and CRS support nutrition actions Endline: HKI, World Vision, Childfund, ACF, Nutrition International support nutrition actions
Donors	100%	100%	→	80%	Baseline: GAC, ECHO, USAID, JICA, RED CROSS support nutrition actions Endline: GAC, EU, World Bank, Spanish government, USAID support nutrition actions
Government Ministries	100%	100%	→	80%	Ministries of Health, Education, Agriculture, Commerce, Family have supported nutrition actions since the outset
UN Agencies	80%	100%	↗	80%	WFP, UNICEF, WHO, FAO and UNESCO are the five main organizations. UNESCO now also supports nutrition actions.

Source: REACH Senegal Endline Analysis

Outcome 2

30. **Output 2.1 Nutrition integrated into government strategies and UNDAF.**

The CLM and agencies, with REACH’s contribution, ensured nutrition’s inclusion in reference documents. Nutrition appears in the PSE 2014 under axis 2 “Human capital, social security and sustainable development” and has an indicator: “Percentage of children 0-5 years that benefit from nutrition services.” In the revised UNDAF 2012-2018, nutrition appears under axis 2.1 “Creation of opportunities for economic development” and axis 2.2 “Improvement of equal access to basic social rights and services, social security and sustainable development”, and specific nutrition indicators appear in the results framework.

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

The policy letter was revised in 2015. The document was approved under its new name, PNDN (2015-2025), in 2015 by the Ministry of Economy, Finance and Planning, charged with defining and approving national policies. Similarly, the PSMN (2017-2021), developed between 2016 and 2017, was validated in June 2017 by the CLM steering committee under the aegis of the Chair of the CLM and in the presence of heads of agencies of UNICEF and WHO, representatives from the World Bank, the Canadian Embassy and REACH. The two documents were initiated and developed by the government following a participatory approach. However, the PSMN development process was more inclusive and better appreciated.

32. The exercise, which lasted a year, was placed under the supervision of the Ministry of Economy, Finance and Planning’s Directorate of Planning, with the support of the CLM, and mobilized (12) sectoral ministers, PTF, local government, civil society and the private sector. A technical committee charged with technical validation of TOR and outcomes currently underway was also formed. To summarize, it took place as follows:

- i) An initial workshop was organized to develop the technical reference document, which serves as a methodological orientation guide and includes a consensually-defined list of specific and sensitive nutrition actions. A series of development workshops on *Plans d’Actions Sectoriels* (PAS, Sectoral Action Plans) for the 12 ministry sectors followed, including intervention costing, funding sources, available amounts, as well as activity leaders.
- ii) The CLM reviewed the 12 PAS, and its suggestions and comments were sent to the

respective sectors.

- iii) Finally, the CLM organized meetings for PAS finalization and technical validation.
33. REACH supported the workshops and participated committees and the PAS review. However, the contribution most clearly noted by people interviewed was the unifying role played by REACH in easing frustrations and tension, which are to be expected in a process that mobilizes so many stakeholders.
34. **Output 2.3 CNA uptake in sectoral annual work plans.** CNA awareness at the sectoral level did not change. Nutrition was generally recognized as being problematic and nutrition-sensitive interventions were carried out at the sectoral level, as indicated in the Policy Overview developed by REACH. The PSMN was partially based on nutrition-sensitive actions that already existed in sectoral programmes. Interviews with ministry focal points revealed the weak point to be poor understanding of the connection between these sensitive actions and nutrition, and it was during the development of the PSMN that they improved their understanding.¹⁰
35. **Output 2.4 Sub-national CNA Uptake.** REACH did not engage at the operational level, so actions were carried out according to the priorities of the partner supporting the area.
36. **Progress achieved on outcome 2 – Strengthened policies and programmes.** Outcome 2 has been achieved. The PNDN (2015-2025) was approved in 2015 and the PSMN (2017-2021) was validated in 2017. REACH contributed financial and technical support (document development and facilitation); the SUN PMT tool, the advocacy strategy and the capacity gap analysis will be included respectively in the M&E, communication and capacity development plans, which are annex documents to the PSMN.

Outcome 3

37. **Output 3.1 Capacity gap analysis and development plan.** REACH had intended to support “identification of institutional and human capacity development needs” for the CLM, and this activity seemed complementary to the institutional performance analysis in nutrition planned by the World Bank. REACH, the World Bank and UNICEF, which was also interested in the topic, collaborated to support the study. They recruited an international consultant, and established a technical committee (UNICEF, World Bank, REACH, CLM) to lead the study. The consultant carried out his mission using the following methodology: a document review; in-depth analysis of data collected on institutional and organizational life within key structures (CLM, Ministry of Health and Social Action, Ministry of Agriculture and Rural Development, Ministry of Education, etc.); interviews with key informants from various sectors; and an online questionnaire sent to nutrition actors. The report is rich in information concerning existing capacities, and it was the most appreciated output. According to interviews with sectoral focal points, data collection on institutions, which was carried out in the presence of heads of planning departments of the ministries, contributed to nutrition advocacy within the ministries. For the three institutions—REACH, World Bank and UNICEF—the challenges they jointly faced (the consultant’s withdrawal, discussions about the TOR with the UNN/REACH Secretariat, etc.) enabled them to strengthen mutual trust. Finally, as previously mentioned, the CLM will include the capacity development plan in the PSMN.

¹⁰ REACH. 2015. Nutrition Policy Overview

38. **Output 3.2 Human capital allocated and institutions in place for nutrition scale-up and Output 3.3 Governance, management and nutrition-related training strengthened at all levels.** The CLM has been operational since 2001 and oversees the definition and coordination of the national nutrition policy. The CNSA must also be mentioned. It, too, is under the supervision of the Prime Minister and contributes to nutrition (cf. paragraph 42).
39. Sectoral focal points have been nominated since the CLM's creation. They represent their ministries at quarterly CLM steering committee meetings, thus participating in discussions concerning institutional questions of planning, coordination, etc. However, they are not nominated based on TOR or a specific profile, so their governance capacities vary, and according to the results of the institutional performance analysis, their capacity to influence their ministries tends to be weak.
40. Concerning SUN networks, the Donor network has been combined with the UN network. The Civil Society network is active. Established in 2013, it held its general constituent assembly in 2015 and has a MOU (2014) and a communication strategy (2016). It actively participates in advocacy activities: in May, it held an orientation session on nutrition for Parliamentarians in the twelfth legislature and carries out studies; the most recent, on the legal framework for nutrition, is being finalized. The network is also a member of the CLM steering committee. The network maintains informal exchanges with REACH. It calls upon facilitators for specific technical support such as, for example, developing TOR during activities with Parliamentarians or to participate in their strategic reflection.
41. **Output 3.4 Knowledge-sharing network.** In addition to annual REACH (2015-2016) and SUN (2014-2015) meetings, REACH Senegal benefited from the experience of the consultant in Niger to support the stakeholder and nutrition action mapping in 2015, and REACH Senegal contributed to the international facilitator's orientation in Burkina Faso. However, knowledge-sharing activities between national actors or countries, which were planned in the CIP, were not carried out.
42. **Progress achieved on outcome 3 – Increased human and institutional capacity for multi-sectoral nutrition governance at all levels.** This result is evaluated in the REACH M&E system using coverage indicators related to 13 CNAs for which data was extracted from national surveys (DHS 2012-2013 or DHS 2014 were used for the database and DHS 2015 for monitoring carried out in April/May 2017). The results are mixed: some show improvement (for example, exclusive breastfeeding); others have worsened (for example, the food consumption score); or no comparison is possible (for example, the food diversity score). As previously indicated in the methodology section, interpreting this indicator and attributing changes to REACH is subject to caution. As for the second indicator in outcome 3, "Governance and management: capacity of the high-level national coordination mechanism to govern and manage implementation of the national nutrition plan", the situation has not changed and remains satisfactory, with two coordination frameworks already in place: CLM (since 2001) and CNSA (since 1998). It is important to note, however, that the CLM still has work to do to assert stronger leadership and develop new skills necessary to coordinating the PSMN, which brings together 12 sectoral ministries. It must also be pointed out that these two institutions would benefit from more formalized links for a better synergy of their efforts. REACH could have contributed to this, and it is a missed opportunity.

Outcome 4

43. **Output 4.1 Multi-sectoral M&E system and processes in place and Output 4.2 Results disseminated to relevant stakeholders.** The CLM is developing an integrated web-based M&E platform for the PSMN, but the tool has not been finalized. The monitoring systems in place (CLM, health information system, harmonized framework, etc.) do not manage data from a multi-sectoral perspective.
44. **Output 4.3 Nutrition as a key area for "UN delivering as One" established.** To render the SUN Donor/UN Network more operational, REACH is in constant contact with representatives from the four UN agencies to maintain momentum for nutrition, strengthen team cohesion and help with organizing meetings for the REACH Country Committee planned three times a year, a schedule which is difficult to respect. Specifically, REACH led a series of consultations with representatives from the four agencies and their staff to gain shared understanding of UN agency needs, with in mind UNDAF planning and application of "UN Delivering as One". REACH also supported the inventory of UN nutrition actions in 2016. The results of these two activities will inform the agencies' joint document (conceptual strategy or note).
45. The network does not have a joint nutrition programme inspired by the PSMN. A PISEN (2013-2017), is underway. It is being implemented by WHO, UNESCO, UNDAF, FAO, UNICEF and WFP. Day-to-day PISEN operations are carried out in parallel.
46. **Progress achieved on outcome 4 – Mechanisms to track impact, implementation and funding established.** The monitoring system remains unchanged; it comprises surveys and sectoral information systems that do not allow for monitoring from a multi-sectoral perspective, and a system to track PSMN funding has yet to be developed.

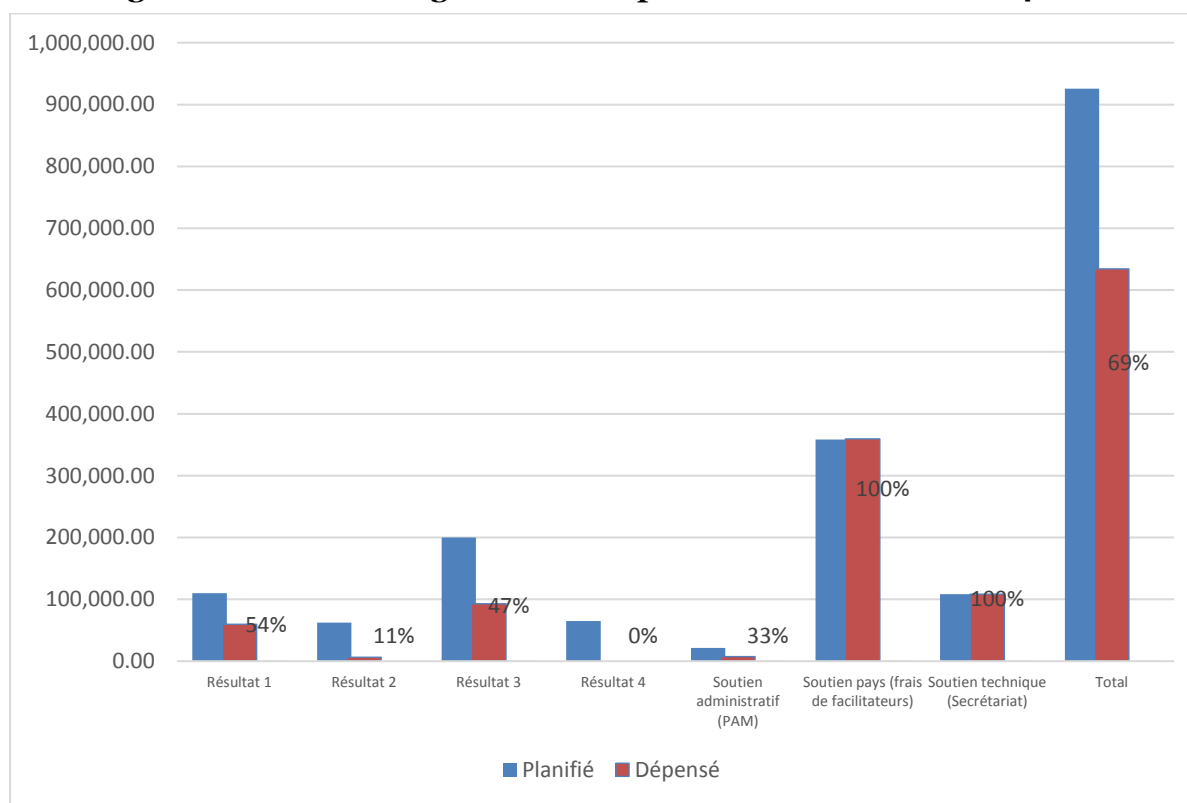
Efficiency

47. **Planned/mobilized resources compared to utilized resources.** The overall budget implementation rate for 2014-2016 is 69 percent. During the same period, budget implementation rates of activities within the four outcomes vary (Figure 2: CIP planned budget versus implemented budget). They average: 54 percent (Outcome 1), 11 percent (Outcome 2), 47 percent (Outcome 3), 0 percent (Outcome 4). It must be noted that the country context made budget planning difficult: activities like PNDN and PSMN development are costed by the CLM and receive funding from different sources. It was difficult for REACH to determine ahead of time the amount it would contribute, which was lower than planned; some activities costed in the CIP were not carried out because they were deemed premature—for example, activities under outcome 4.1 that depended on development and implementation of the strategic plan. Some activities were carried out at no cost (situation analysis) or at lower cost (stakeholder and nutrition action mapping). For 2017, overall budget implementation was 46 percent in June.
48. Other factors that contributed to efficiency are:
- Time spent in discussions with the CLM and the UNN/REACH Secretariat during AWP development. Facilitators spent time negotiating with the CLM—which tries to eliminate actions that are deemed context-irrelevant or not considered priorities for the year—and with the UNN/REACH Secretariat—which tries to respect activities included in the CIP which are an integral part of its contract with GAC.

- ii. Activity postponement or delays due to the CLM schedule, which is out of REACH control. For example, REACH and the CLM spent much time discussing the feasibility of updating the stakeholder and nutrition actions mapping and the training of trainers on the SUN PMT tool and drafting a concept note. These activities were planned for the 1st quarter of 2017; they have still not been carried out, despite being important to PSMN monitoring and the fact that REACH engagement ends soon.
- iii. Outputs produced but not used, such as the Policy Overview and the Dashboard.
- iv. The delay in hiring the national facilitator due to poor understanding of the TOR. The offer was re-advertised at a higher grade, and WFP procedures are lengthy (6 months).

49. No difficulties were raised during interviews regarding **compliance of expenditures with approved budget plans and timeliness of funds requisition and release.**

Figure 2: Planned budgeted versus implemented resources 2014-2016



Source: REACH. Budget CIP Senegal Final Excel Sheet and REACH Senegal – Expenditures tracking_ sheet_up to 30 June.xlsx

Equity

50. The CIP stipulates that REACH supports the following actions related to gender:

- i. Supporting the integration of gender equality and women’s empowerment in the different policy documents and strategies and in planning, implementation, and monitoring and evaluation of the different sectors engaged in nutrition. To this end, the Ministry of Women, Family and Childhood must be included as a stakeholder in the multi-sectoral coordination mechanism. The gender lab at Cheikh Anta Diop University in Dakar will also be involved as much as possible;

- ii. Ensure that indicators are broken down by sex and data analysed from a gender perspective;
 - iii. Strengthen the capacities of women’s organizations involved in nutrition;
 - iv. Advocate for women to be represented in the different coordination mechanisms at all levels.
51. The Ministry of Women, Family and Childhood has been a member of the CLM steering committee since its inception. No gender-specific action has been undertaken by REACH. The Dashboard gender indicator is blank due to an absence of available data, and the Policy Overview does not include an integrated analysis concerning the level of gender integration into nutrition policy and strategy documents, and does not include an analysis of the document “*Stratégie Nationale pour l’Egalité et l’Equité de Genre* (National Strategy for Gender Equality and Equity)” by the Ministry of Women, Family and Childhood.

Key Findings – Question 1 Performance

Effectiveness

- Outcome 1: all planned outputs have been created, but with varying degrees of finalization, and CLM sharing and use. Mapping partially complete; list of CNAs not used to develop the PSMN; Policy Overview and Dashboard not shared with the CLM; problems with dissemination, particularly for the Situation Analysis; an output planned for future use by the CLM (Situation Analysis); other outputs (SUN PMT tool, capacity development plan, national advocacy and communication plan) integrated into the PSMN.
- Outcome 2: financial and technical support, and especially REACH facilitation for PNDN and PSMN development; general review of sectoral policies underway offering an opportunity to integrate nutrition is not sufficiently capitalized on.
- Outcome 3: institutional analysis of nutrition sector carried out collaboratively (World Bank, REACH, UNICEF); CLM operational and focal points in place, but shortcomings must be addressed to ensure PSMN implementation.
- Outcome 4: integrated web-based M&E platform for the PSMN being developed by the CLM; SUN Donor and UN networks combined; REACH support for the inventory of UN nutrition actions, but no shared strategy or joint programme inspired by the PSMN.

Efficiency

- Budget implementation rates for the four outcomes vary; for 2014-2016 they average: 54 percent (Outcome 1); 11 percent (Outcome 2); 47 percent (Outcome 3); 0 percent (Outcome 4); a moderate rate overall due to activities carried out at lower cost, postponements and delays.
- Other factors: outputs developed but not used, for example, the Policy Overview; delay in hiring the national facilitator.

Equity and gender

- No gender-specific activities led by REACH.
- Gender indicator in the Dashboard not completed.
- Policy Overview does not include integration of gender in nutrition policies and strategies.

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)

52. The first factor is the CLM's initial skepticism, as well as that of other external stakeholders, regarding REACH support in a country with a longstanding nutrition dynamic. This explains, in part, the CLM's weak involvement in the initial stocktaking exercise.
53. The second contributing factor was the existence of an entry point, the CLM. As a structure charged with defining and coordinating the national nutrition policy, it was REACH's natural interlocutor at the government level. The CLM has been in operation since 2001, and this enabled REACH to insert itself into an existing framework and facilitate rather than lead processes itself.
54. The third important factor is that REACH arrived at an opportune moment. Since 2009, the CLM had been considering how to mobilize different stakeholders to revise the policy letter using a multi-sectoral approach. The context was difficult, versions differed, and CLM leadership was insufficient. Thus, stakeholders appreciated REACH's contribution to building relationships and easing tensions.

REACH governance, facilitators' hosting arrangements and funding

55. The following positive factors were observed concerning REACH governance:
 - i) REACH activities are aligned with national priorities, which was a key factor for success. The international facilitator quickly understood that, insofar as the CLM leads activities, REACH activities needed to be included in CLM AWP. Following this approach was not always easy: in addition to choosing activities deemed relevant or not by the CLM, their implementation also depended on the pace of CLM activities.
 - ii) The managerial (capacity to listen, influence, network, etc.) and technical skills of the facilitators were crucial to REACH's success in Senegal. The quality of their contribution to activities was appreciated.
 - iii) The complementarity of the two facilitators was also noted. The national facilitator has a better understanding of local realities, easily accesses national structures, perceives challenges and plays the role of moderator to strengthen cohesion. The international facilitator easily accesses agency hierarchies, which enables her to lead conversations at the institutional level and maintain momentum for nutrition. Opinions on this role as a shared position are divided. Some saw it as a complementary intervention that made the most of each facilitator's skills. For others, this way of operating could put the national facilitator at a disadvantage by taking away the opportunity to build relationships within agency hierarchies.
 - iv) The UNN/REACH Secretariat provided regular support, which the facilitators appreciated (cf. annex 8). However, the skill level of the interns sent to support stocktaking was deemed weak, and differing opinions were expressed concerning AWP development. This is perceived as the result of dialogue by the UNN/REACH Secretariat, in line with the budget, whereas it is considered insufficiently flexible and adaptable by the facilitators. Although not involved in developing AWPs, internal and external stakeholders felt that consideration should be taken to create more flexibility in programming REACH engagement.

56. CIP indications were respected concerning hosting; the national facilitator was based at the CLM and the international facilitator stayed at the WFP.

REACH partners' commitment

57. Staff changes were frequent. Focal points for WFP, UNICEF and WHO left their positions and only the WHO focal point was replaced. At the country committee level: the WHO representative arrived end 2015, the WFP representative in 2016 and the FAO interim representative in July 2016. Each time, REACH had to repeat mobilization activities to maintain the group dynamic. Despite all this, agencies were positive about REACH and agree that efforts were made to unite them. The agencies must continue their efforts to work better together. Meetings are not held regularly and their experience implementing the joint PISEN was unsatisfactory. Once again, agencies appreciate REACH's work.

58. The engagement of host agency WFP is worth noting: work sessions specific to REACH were organized to define priorities and review AWP.

Key findings – Question 2 on factors affecting performance

Factors with negative impact on activity implementation or effectiveness

- The CLM's initial skepticism regarding REACH's contribution.
- Disagreement between the CLM and the UNN/REACH Secretariat about whether or not to maintain certain activities planned in the CIP.
- Delay in carrying out planned activities with the CLM.
- Frequent staff changes within UN agencies.

Enabling Factors

- Existence of an entry point, the CLM.
- REACH's arrival at an opportune time.
- Alignment of REACH activities with national priorities.
- Facilitator skills (managerial and technical)
- Complementarity between the two facilitators.
- UNN/REACH Secretariat support for the facilitators.
- Hosting of national facilitator by the CLM.
- Support to REACH by host agency WFP.

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

59. As previously mentioned, the CLM expressed a desire to adopt the SUN PMT, the national advocacy and communication strategy, the situation analysis and the results of the institutional analysis. However, it will likely encounter capacity issues, as knowledge transfer was not carried out. The CLM was not involved in the situation analysis or the mapping exercise, although it should have been. It must call on external services (national or REACH) to carry out these exercises.

60. Concerning the continuation of the national facilitator's role, the Nutrition International project implemented by the CLM includes a budget line item for nutrition governance that will cover the national facilitator's salary starting in 2018.

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

61. National ownership had already been achieved. This is illustrated by REACH's mode of intervention in the country as REACH activities were included in CLM AWP. Overall, REACH integrated itself into the government's agenda and contributed according to its comparative advantage.

Key Findings – Question 3 Sustainability

- Uptake of mapping; national advocacy and communication strategy and results of the institutional analysis inserted into the PSMN.
- National facilitator's salary will continue to be covered by Nutrition International in 2018.
- REACH activities integrated into CLM AWP.

3. Conclusions and Recommendations

3.1. Conclusions

62. **Performance.** Skepticism regarding REACH's contribution in the country and disagreements between REACH and the CLM on the relevance of certain outputs affected the performance of stocktaking exercises. However, the exercise went above and beyond its stated objective to raise awareness, as certain outputs have been integrated into the PSMN. REACH arrived in Senegal at an opportune time and its added-value in creating a unifying environment was decisive.

63. Concerning outcome 1, REACH had a difficult time carrying out exploratory analyses. The CLM's involvement was not always optimal, including for exercises that it considered relevant like stakeholder and nutrition action mapping. Outputs were of varying quality: the Policy Overview did not meet expectations, stakeholder and nutrition action mapping is only partially complete and is based on a different list of CNA than that which appears in the PSMN. The CLM chose another option to develop its strategic plan using interventions already underway in sectoral programmes. Skills transfer has been weak, which partly explains the training of trainers on mapping planned for 2017. Nonetheless, mapping remains an inspiring tool and in Senegal, it is seen as both a tool for geographic targeting and as a module of a M&E system. Unlike past communication strategies that were based on promoting behaviour change, the document developed supports the implementation of the PNDN and the PSMN. Finally, the mapping and the communication strategy were integrated into the PSMN.

64. Concerning outcome 2, the nutrition reference framework is in place and nutrition appears in the national reference document PSE 2014 and the revised UNDAF 2012-2018. The PNDN and the PSMN have been produced and adopted after a long process that mobilized many people. Tension was inevitable and REACH's added-value as a facilitator was beneficial. Revision and development of sectoral policies offer a great opportunity to ensure nutrition's integration into sectoral policies, but the situation is poorly monitored and missed opportunities are likely.

65. Concerning outcome 3, the CLM, a coordination structure, is in place. However, coordination with a multi-sectoral approach poses new challenges and requires new skills; the institutional analysis helped identify these needs. Appointed without guidance, the focal points function to varying degrees, though they hold much

responsibility within the multi-sectoral approach. The networks are incomplete, but Civil Society is in place and functioning.

66. Concerning outcome 4, the situation remains the same, as the integrated M&E platform is being developed. The Donor Network was created in 2011. The agencies did not want to create another platform, so a Donors/United Nations network is in place in Senegal. The inventory of UN nutrition actions was carried out in 2016. However, the network does not yet have a joint nutrition programme inspired by the PSMN.
67. **Equity.** Gender-specific activities do not appear in AWP, which compromised their implementation from the outset.
68. **Sustainability.** The sustainability of the situation analysis and mapping exercises, the national advocacy and communication strategy, and capacity gap analysis results seems to be achieved, as these outputs are included in the PSMN. Similarly, the sustainability of the REACH approach through continuation of the national facilitator's role will be ensured with funding from Nutrition International.

3.2. Lessons Learned and Good Practices

69. A CIP review to respond to emerging needs is necessary to implementing the REACH approach. Changes in context may lead to decisive new activities to achieve expected results.
70. Using participatory approaches is the first step toward building ownership. The two most cited and best appreciated outputs are the mapping exercise and the institutional analysis which were carried out using participatory approaches.
71. The complementarity between partners enabled better resource management for a more exhaustive institutional analysis that included the entire nutrition sector, as opposed to just the CLM as initially planned.

3.3. Recommendations

72. The first recommendation concerns Senegal. The others concern REACH's future engagement 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.

73. R1 – Strengthen harmonized efforts by the UN in favour of nutrition

Agencies must work together to develop a new common document (joint programme, common agenda, joint strategy), by drawing on lessons learned from previous joint programmes: *Nutrition, Enfant, Sécurité Alimentaire* (NESA, Nutrition, Child, Food Security); *Appui Intégré à la Sécurité alimentaire et Nutritionnelle* (AISAN, Integrated Support for Food and Nutrition Security); *Programme Intégré Santé Education Nutrition* (PISEN, Integrated Programme for Health, Education and Nutrition), in order to further harmonize nutrition efforts.

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

74. Recommendation 2 – Establish CIP revision procedures

REACH must ensure that a clause allowing for revision of the CIP or the addition of new activities that respond to emerging needs is included in future contracts with donors. These revisions will be made with respect to REACH results.

- Responsibility: UNN/REACH Secretariat

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

75. Recommendation — Include knowledge management in activities supported by the UNN/REACH Secretariat

At the instigation of REACH, or with its support, countries have begun to adopt the multi-sectoral approach to nutrition. Implementation of multi-sectoral strategic plans will begin and countries will need to mutually support one another. REACH can help by establishing a digital platform for knowledge and experience sharing.

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

76. Recommendation 4 — Strengthen gender awareness within REACH

To strengthen gender awareness, REACH should: i) ensure that gender actions cited in the CIP appear in the initial CIP action plan and AWP; 2) include a gender indicator/component in more tools, which was already undertaken for the Multi-Sectoral Nutrition Overview and the Situation Analysis Dashboard, but remains important to add to the Policy Overview; 3) 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 change¹¹ which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved¹². 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.

¹¹ Please see annex 1 for the full theory of change.

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.

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 evaluation¹³ (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government¹⁴. 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

¹³ 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.

¹⁴ 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’ analysis¹⁵

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

¹⁵ 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 Series¹⁶.
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

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.

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 evaluation¹⁷

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.

¹⁷ 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 frame¹⁸ (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 countries¹⁹. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011 in eight additional countries²⁰. 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

¹⁸ 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.

¹⁹ Laos and Mauritania in 2008 followed by Sierra Leone in 2010

²⁰ 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 level²¹:

- 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.

²¹ 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.

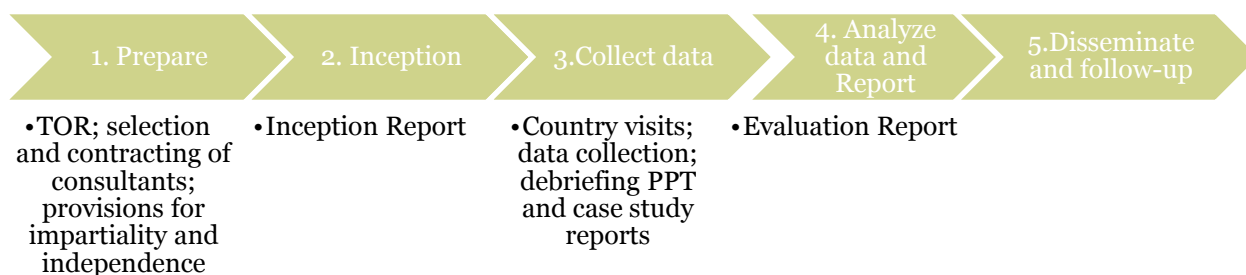
38. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
39. To 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.²²

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.

²² 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 Secretariat²³. 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 stakeholders²⁴. 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.

²³ A list of members can be found in Annex 6.

²⁴ *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 2011-2015²⁵

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.

²⁵ 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 countries²⁶ 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.

²⁶ SUN covers 55 countries (<http://scalingupnutrition.org/sun-countries>).

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

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

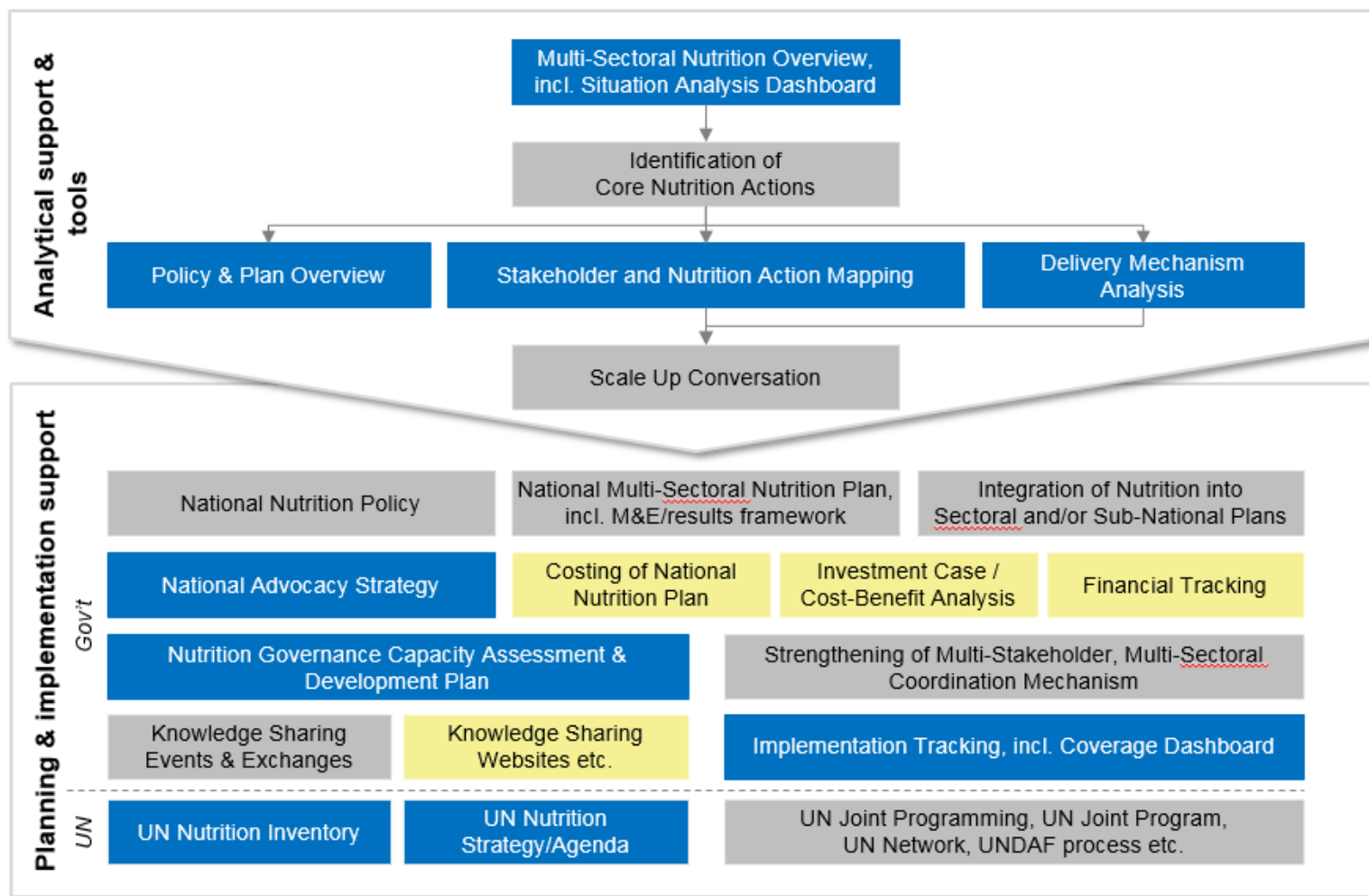
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better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

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

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

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

Annex 3 REACH deliverables and tools

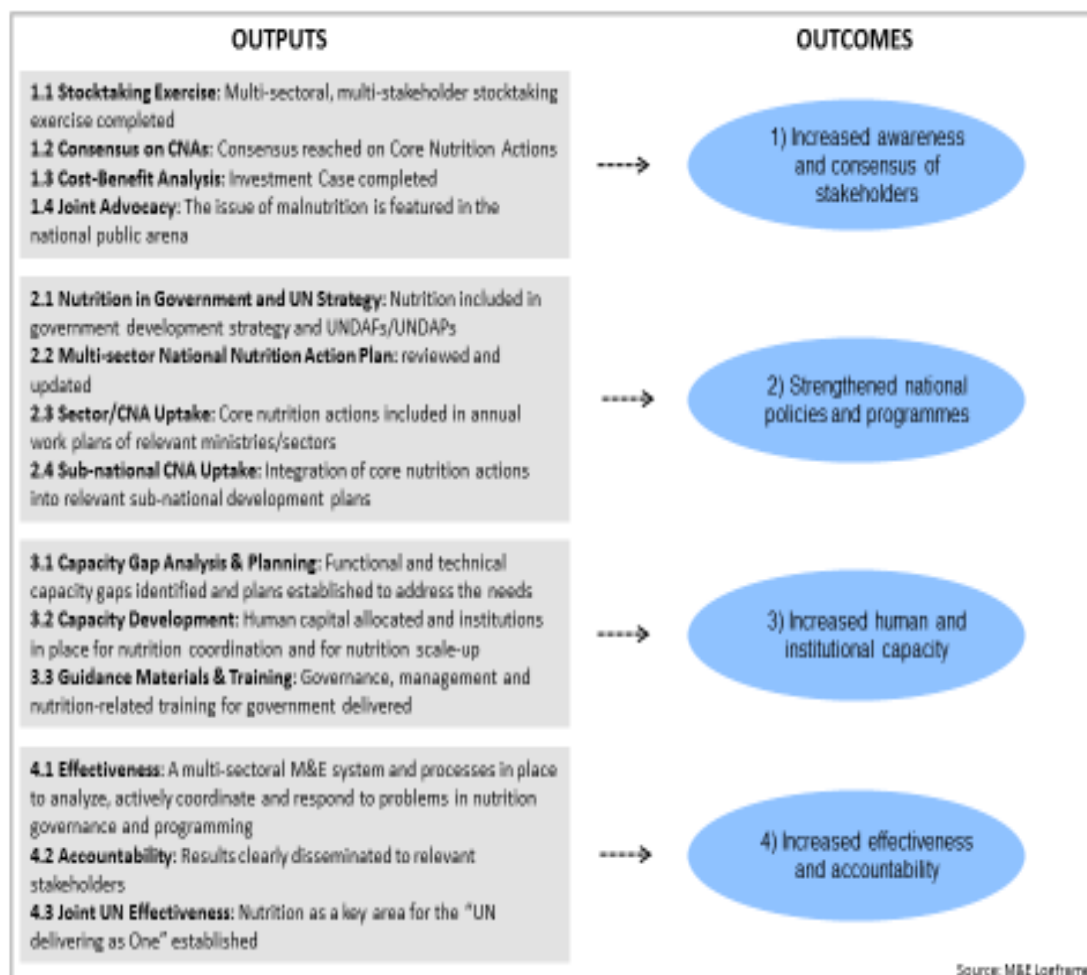


- REACH working tools**
- Country Implementation Plan (CIP)
 - Annual Work Plan
 - Nutrition Governance Assessment (internal M&E) Tool
 - Risk Register
 - Transition and Sustainability Plan

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

Annex 4 REACH Log frame

REACH activities are designed to produce various outputs



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

REACH active donor grants

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

Canada - 2. grant agreement

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

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

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

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

Evaluation Committee

Nancy Walters, UNN/REACH Secretariat (Chair of EC)

Nicolas Bidault, UNN/REACH Secretariat

Tania Goossens, UNN/REACH Secretariat (Evaluation Manager)

Christine Wenzel, UNN/REACH Secretariat

Evaluation Reference Group

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

Anna Lartey, FAO

Victor Aguayo, UNICEF

Francesco Branca, WHO

Juliane Friedrich, IFAD

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

Maimouna Doudou, REACH Burkina Faso

Ousmane Ouedraogo, REACH Burkina Faso

Bertine Ouaro, SUN Focal Point Burkina Faso

Souleymane Diallo, REACH Mali

Amadou Fofana, REACH Mali

Dr Djibril Bagayoko, SUN Focal Point Mali

Sophie Cowppli-Bony, REACH Senegal

Aida Gadiaga, REACH Senegal

Abdoulaye Ka, SUN Focal Point Senegal

Agnes Solano, REACH Haiti

Marie-Mona Alexis, REACH Haiti

Dr. Joseline Marhone, SUN Focal Point Haiti

SanSanMyint, REACH Myanmar

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

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

Annex 7 Evaluation Schedule

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

Annex 8 Acronyms

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

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

Annex 2: Evaluation Matrix

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1. Performance at the country level					
Q1.1 Effectiveness: how effective has REACH been in achieving intended outcomes?	1.1.1 What progress has been made in delivering outputs and achieving REACH's four outcomes:	Actual versus planned REACH outputs:	Stakeholders interviews REACH SC REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC Document review REACH documents and data (CIP, annual work plans, baseline and end-line data; meetings and workshop reports) National policy and strategy documents	Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings
	a) Increased awareness and consensus	a) State of completion of: stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy			
	b) Strengthened national policies and programmes	b) State of completion of: nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update			
	c) Increased human and institutional capacity on nutrition	c) State of completion of: capacity gap analysis & planning; capacity development; guidance materials & training			
d) Increased effectiveness and accountability	d) State of completion of: multi-sector M&E; accountability; joint UN effectiveness	Intended outcomes versus actual outcomes (end-line compared to baseline data)			
	1.1.2 Was there any intended positive or negative outcome?				
	1.1.3 How did the realization of intended outcomes vary between countries?				
	1.1.4 Where was REACH most successful, where least and why?				

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</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>
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</p> <p>Compliance of expenditures with approved budget plans</p> <p>Timeliness of funds requisition and release</p> <p>Timeliness of delivered outputs</p> <p>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</p> <p>Collecting and analysing secondary information from existing databases</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>
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 Validation of preliminary findings through debriefings 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 Validation of preliminary findings through debriefings 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 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: Evaluation Schedule

Date	Time	Organization	Name	Function	Location
29 May	9H-12H	REACH Senegal	Sophie COWPPLI-BONY	International Facilitator	WFP
			Aida GADIAGA	National Facilitator	
	14H-15H	WFP	Guy ADOUA	Country Representative	
30 May	10H-11H	CLM	Abdoulaye KA	SUN Focal Point/CLM Coordinator	CLM
	12H- 13H	Ministry of Health	Maty Diagne CAMARA	Head of Food and Nutrition Division (DAN)	ISED/University
	14h-17H	REACH Senegal	Sophie COWPPLI-BONY	International Facilitator	WFP
31 May	9H-10H30	Canadian Cooperation	Julie DESLOGES	Technical Advisor	Canadian Embassy
			Aminata Ndiaye COLY	Nutrition Advisor	
	12H- 13H	SE CNSA	Sega CAMARA	Focal Point	SE CNSA
	14h-16H	REACH Senegal	Sophie COWPPLI-BONY	International Facilitator	WFP
	16h-17H	CLM	Abdoulaye KA	SUN Focal Point/CLM Coordinator	CLM
1 June	9H-10H30	FAO	Reda LEBTAHI	Interim Country Representative	FAO
			Christophe BREYNE	Consultant PROACT	
			Omar DIOUF	PROACT Coordinator	
	12H-13H	REACH Senegal	Aida GADIAGA	National Facilitator	WFP
	15H-16H	SUN Civil Society Platform	Seydou NDIAYE	Coordinator	BOPP Centre
			Abdou DIOUF	General Secretary	
			Cheikh Pathé FALL	Secretary	
Cheikh Moussa CAMARA			Focal Point		
		Mor NDIAYE	Member		
2 June	9H-10H	Ministry of Education	Fatou Sabelle DIOP	Education Focal Point	Ministry of Education
	13H-14H	WHO	Deo NSHIMIRIMANA	Country Representative	WHO
	15H-16H	Ministry of Agriculture	Fatou Goumbo GUEYE	Nutrition Focal Point	Ministry of Agriculture
Mamadou Laoune DIA			PROACT Technical Assistant		
3-4 June	Evaluation team internal work				
4 June	Evaluation team internal work				
	14H-14H30	CLM			TC

5 June		World Bank	Menno MULDER-SIBANDA	Principal Nutrition Specialist	TC
6 June	9H-10H	FAO	Komlan KWADJODE	FAO Nutrition Focal Point	WHO
		WHO	Eugénie Siga NIANE	WHO Nutrition Focal Point	
	12H30-13H30	REACH	Sophie COWPPLI-BONY Aida GADIAGA	Facilitator Team	WFP
	14H-15H	UNICEF Country Office	Laylee MOSHIRI	Country Representative	UNICEF
George FOM AMEH			Child Survival Section Head		
7 June	9H-10H30	UNICEF Regional Office	Noel ZAGRE	Regional Nutrition Advisor	UNICEF RB
	11H-13H	Follow-up			
		REACH SEC (by TC)	Nancy WALTERS	Global Coordinator	
			Nicolas BIDAULT	Deputy Coordinator	
			Tania Goossens	Programme Officer	
		REACH Senegal	Sophie COWPPLI-BONY	International Facilitator	
			Aida GADIAGA	National Facilitator	
		WFP	Guy ADOUA	Representative	
		FAO	Komlan KWADJODE	Nutrition Focal Point	
		UNICEF	Georges GONZALES	Deputy Representative	
			Ilunga AUGUSTIN	Nutrition Specialist	
		WHO	Fatou Goumbo GUEYE	Nutrition Focal Point	
		Canadian Cooperation	Aminata Ndiaye COLY	Nutrition Advisor	
		CLM	Abdoulaye KA	SUN Focal Point/CLM Coordinator	
			Ndèye Khady TOURE	Micro-Nutrient Advisor	
MEN	Fatou Sabelle DIOP	Focal Point/Nutrition Officer			
MSAS	Manel OCTAVE	DAN/DSRSE Officer			
22H45	Mirella MOKBEL GENEQUAND Departure				

Annex 4: List of People Interviewed

Organization	Name	Function
Internal Stakeholders		
REACH	Sophie COWPLI-BONY	International Facilitator
	Aida GADIAGA	National Facilitator
Members of REACH Country Committee		
FAO	Reda LEBTAHI	Interim Country Representative
WHO	Deo NSHIMIRIMANA	Country Representative
WFP	Guy ADOUA	Country Representative
UNICEF	Laylee MOSHIRI	Country Representative
	George FOM AMEH	Chief Child Survival Section
United Nations Agency Nutrition Focal Points		
FAO	Komlan KWADJODE	FAO Nutrition Focal Point
WHO	Eugénie Siga NIANE	WHO Nutrition Focal Point
Regional Offices		
UNICEF Regional Office	Noel ZAGRE	Regional Nutrition Advisor
Canadian Cooperation		
Canadian Embassy	Julie DESLOGES	Technical Advisor
	Aminata Ndiaye COLY	Nutrition Advisor
External Stakeholders		
SUN Focal Points and Network		
CLM	Abdoulaye KA	SUN Focal Point/CLM Coordinator
	Ndèye Khady TOURE	Micro-nutrient Advisor
SUN Civil Society Network	Seydou NDIAYE	SUN CS Platform Coordinator <i>Réseau Africain Pour le Droit à l'Alimentation</i> (African Network for the Right to Nutrition)
	Abdou DIOUF	SUN CS Platform General Secretary and Executive Secretary, <i>Eau, Vie Environnement</i> (EVE, Water, Life, Environment)
	Cheikh Moussa CAMARA	Focal Point/ <i>Association Sénégalaise des Amis de la Nature</i> (Senegalese Friends of Nature Association)
	Cheikh Pathé FALL	SUN CS Platform Secretary/Focal Point, <i>Eau, Vie Environnement</i> (EVE, Water, Life, Environment)
	Mor NDIAYE	<i>Action Humaine pour le Développement Intégré au Sénégal</i> (Humanitarian Action for Integrated Development in Senegal)
Ministries and Coordination Entities		
Ministry of Health	Maty Diagne CAMARA	Head of Food and Nutrition Division/Focal Point
Ministry of Education	Fatou Sabelle DIOP	DCMS/Focal Point
Ministry of Agriculture	Fatou Goumbo GUEYE	Focal Point
	Mamadou Laoune DIA	PROACT Technical Assistant
SE CNSA	Gueno SECK	Cellule Etude et Evaluation (Study and Evaluation Unit) and <i>Cellule du Cadre Harmonisé</i> (Harmonized Framework Unit)
Others		

Organization	Name	Function
World Bank (by TC)	Menno MULDER-SIBANDA	Principal Nutrition Specialist
FAO PROACT Project	Christophe BREYNE	Consultant
	Omar DIOUF	Coordinator

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 the national level? (Please make sure we get examples/evidence)*
- 7. Are there particular equity challenges? To what extent, and in what way, has REACH contributed to creating awareness and to putting in place approaches on equity and gender issues in nutrition at country level? (Please make sure we get examples/evidence)*
- 8. How effective have REACH's governance structures been in supporting the achievement of its objectives? How effectively have the Secretariat and the country level worked together?*
- 9. In what ways if any has the coordination among UN agencies evolved over the past years? Has REACH contributed to this?*
- 10. What are the lessons learned about 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?*

Annex 6: Bibliography

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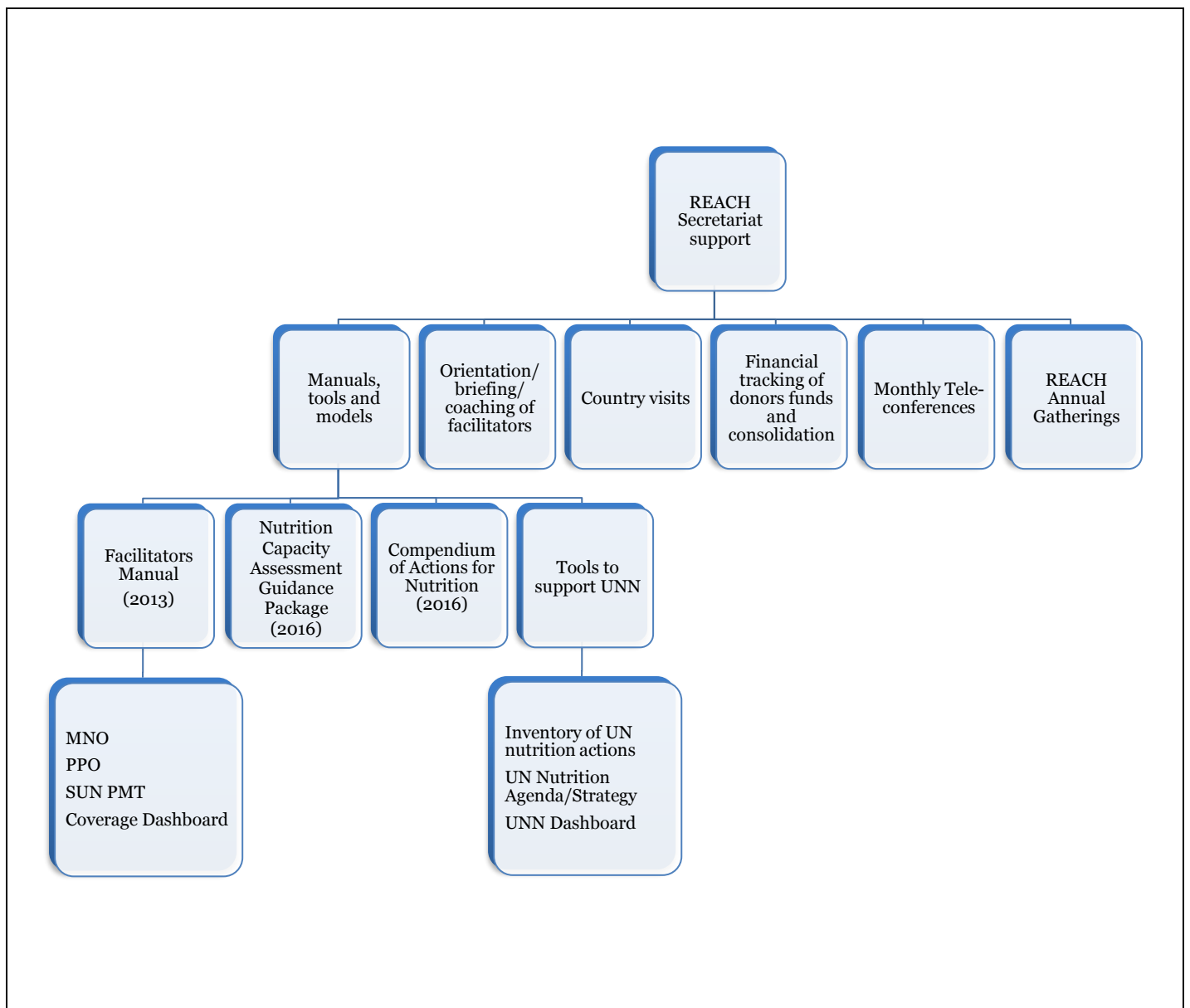
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Annex 7: Table: CIP Planned Activities versus AWP in Annex 7

Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
Outcome 1: Increased awareness and consensus of the nutrition situation among stakeholders	
1.1 Multi-sector & multi-stakeholder stocktaking	
Carry out a nutrition analysis	2015
Stakeholder and nutrition action mapping exercise	2015, 2016, 2017
Organize a debriefing and share results	2015
1.2 Consensus on CNAs	
Facilitate prioritization of interventions	2015
Facilitation of targeting by intervention	2015
1.3 Cost-benefit analysis (CI)	
Cost analysis (not included in CIP)	
1.4 Joint Advocacy Strategy	
Develop a national communication strategy	2015, 2016
Support a donor round table/event	2017 additional activity
Identify known opportunities to disseminate messages	2015, 2016
Advocate for a NASAN investment and reform plan sensitive to nutrition	2015, 2016
Support identification of nutrition champions	2015, 2016
Facilitate implementation of the communication strategy	2015, 2016, 2017 additional activity
Outcome 2 – Strengthened national policies and programmes	
2.1 Integration of nutrition into government and United Nations strategies	
Exhaustive review of existing policies and action plans	2015, 2016
Identify opportunities for integrating nutrition in government documents and UNDAF	2015, 2016, 2017
Capitalize on identified opportunities for integration	2015, 2016, 2017
Integrate nutrition into UNDAF 2017-2021	2015, 2016, 2017 additional activity
2.2 Review/update multi-sector national nutrition policy/strategy/action plan	
Support revision of the Nutrition Policy Letter	2015
Support the development of a multi-sectoral action plan	2015, 2016, 2017
Support costing of the multi-sectoral action plan	
2.3 Integration of CNAs into the annual work plans of ministries/sectors concerned	
Support identification (TOR development) of focal points	2015, 2016, 2017
Integrate activities into sectoral work plans	2015, 2016
2.4 CNA uptake at the regional and sub-regional levels	
Analysis of regional and departmental development plans	2015, 2017
Integration and/or implementation of CNAs at the decentralized level	2015, 2017
Outcome 3: Increased human and institutional capacity	
3.1 Coordination capacity	
Analyse coordination mechanisms at the decentralized level	2015, 2016, 2017
Identify human and institutional capacity development needs	2015, 2016
Develop a plan to strengthen functional capacities	2015, 2016
Strengthen capacity of coordination/consultation mechanism	Activity dropped
Contribute to establishing SUN networks	2015, 2016, 2017
Develop note describing linkages (SUN, REACH, AGIR, NASAN)	2015, 2016
Establishment of platforms (SUN, AGIR, NASAN)	2015, 2016, 2017
3.2 Capacity development	
Capacity development costing based on results of the needs analysis	2015, 2016
Training of trainers on stakeholder and nutrition actions mapping tool	2016, 2017 additional activity
Second generation training at the sub-regional level	2016, 2017 additional activity
3.3 Guidance and training material	
TOR for capacity development	2015, 2016
Develop briefing guides and carry out capacity development relative to capacity gap analysis	2015, 2016
Develop a briefing guide for training of targeted actors	2015, 2016
Briefings in areas identified in the capacity gap analysis	2015, 2016
3.4 Knowledge-sharing network	
Disseminate nutrition-specific REACH tools, experiences and studies	2015
Facilitate experience sharing between country stakeholders and between countries	2015, 2016, 2017
Facilitate case study documentation	2015
Establish connections between existing sector websites	2015, 2016
Outcome 4: Increased effectiveness and accountability	
4.1 Effectiveness: Implementation of a multi-sectoral M&E system and process	
Implementation of Action Plan M&E framework	2015
Advocate for and support the integration of nutrition indicators in sectoral M&E systems	2015

Outputs and deliverables as planned in CIP		Outputs and deliverables in annual work plans
Strengthen coordination mechanism's capacity for M&E		2015
4.2 Accountability: results disseminated to all involved stakeholders		
Dashboard for indicator monitoring		2015
Support a performance review of nutrition indicators		2015
4.3 Joint UN effectiveness		
Integrate nutrition into the UNDAP 2017-2021		2015, 2016, 2017
Support establishment of the UNN		2015
Support the UNN by putting nutrition on EPNU meeting agendas		2015, 2016
Develop a UN joint strategy and a joint programme		2015, 2016
Colour code		
Service Provider	Facilitation	Connecting countries with specialized service providers

Annex 8: UNN/REACH Secretariat Support

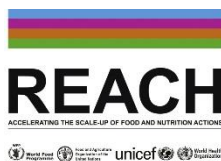


Acronyms

AAH	Action Against Hunger
AISAN	<i>Appui Intégré à la Sécurité alimentaire et Nutritionnelle</i> (Integrated Support for Food and Nutrition Security)
ANSP	Africa Nutrition Security Partnership
AWP	Annual Work Plans
CIDA	Canadian International Development Agency
CIP	Country Implementation Plan
CLM	<i>Cellule de Lutte contre la Malnutrition</i> (Fight Against Malnutrition Unit)
CNA	Core Nutrition Actions
CNSA	<i>Conseil National de Sécurité Alimentaire</i> (National Food Security Council)
CRS	Catholic Relief Services
DAN	Food and Nutrition Division
DCMS	<i>Division du Contrôle Médical et Scolaire</i> (Division of Medical and Educational Control)
DSRSE	<i>Direction de la Santé de la Reproduction et du Suivi de l'Enfant</i> (Directorate of Reproductive Health and Monitoring of the Child)
EVE	<i>Eau, Vie, Environnement</i> (Water, Life, Environment)
FAO	Food and Agriculture Organization of the United Nations
GAC	Global Affairs Canada
HKI	Helen Keller International
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IYCF	Infant and Young Child Feeding
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
NASAN	<i>Nouvelle Alliance pour la Sécurité Alimentaire et Nutritionnelle</i> (New Alliance for Food and Nutrition Security)
NESA	<i>Nutrition, Enfant, Sécurité Alimentaire</i> (Nutrition, Child, Food Security)
NGO	Non-Governmental Organization
PAS	<i>Plans d'Actions Sectoriels</i> (Sectoral Action Plans)
PISEN	<i>Programme Intégré Santé Education Nutrition</i> (Integrated Programme for Health, Education and Nutrition)
PNDN	<i>Politique Nationale de Développement de la Nutrition</i> (National Nutrition Development Policy)
PSE	<i>Plan Sénégal Emergent</i> (Emerging Senegal Plan)
PSMN	<i>Plan Stratégique Multisectoriel de Nutrition</i> (Strategic Multi-sectoral Nutrition Plan)
PTF	<i>Partenaires Techniques et Financiers</i> (Technical and Financial Partners)
REACH	Renewed Efforts Against Child Hunger and undernutrition
SE CNSA	<i>Secrétariat Exécutif du Conseil National de Sécurité Alimentaire</i> (Executive Secretariat of the National Food Security Council)
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SUN	Scaling Up Nutrition
SUN PMT	Scaling-up Nutrition Planning and Monitoring Tool

TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
WFP	World Food Programme
WHO	World Health Organization

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



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