

Decentralized Evaluation

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

September 2017

UN Network for SUN (UNN)/REACH Secretariat

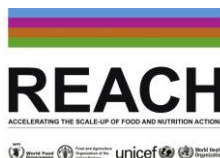
Evaluation Manager: Tania Goossens

Prepared by

Mirella Mokbel Genequand, Team Leader



World Food Programme



Global Affairs
Canada

Affaires mondiales
Canada

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Executive Summary

Introduction

1. **Reasons and objectives of the evaluation.** The UN Network for SUN/Renewed Efforts against Child Hunger and undernutrition (UNN/REACH) Secretariat commissioned this evaluation as per its agreement with Global Affairs Canada (GAC). GAC provides funding to REACH in Myanmar as well as Burkina Faso, Haiti, Mali and Senegal in support to government led nutrition governance efforts, pursuing four outcomes: 1) Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement; 2) Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach; 3) Increased human and institutional capacity on nutrition actions at all levels; and 4) Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. Objectives of this evaluation are two-fold: accountability - assess and report on the performance and results of REACH in the five countries; and learning - determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries. This report concerns Myanmar.
2. **Main stakeholders and users** of the evaluation in Myanmar include: GAC, UNN/REACH Secretariat; REACH facilitator; members of UNN/REACH Country Committee (CC) composed of the heads of REACH partner agencies; the UN agencies nutrition focal points (NFP); the SUN Government Focal Point/Ministry of Health and Sports (MOHS); the National Nutrition Centre (NNC)/MOHS acting as technical Secretariat to the SUN Focal Point; sector ministries: the Ministry of Agriculture, Livestock and Irrigation (MOALI) and the Ministry of Social Welfare, Relief and Resettlement (MOSWRR); donors supporting nutrition; and the Civil Society Alliance.
3. **Country context in terms of nutrition governance.** The UNN/REACH Secretariat exploratory mission in Myanmar in January 2015 identified the following major weaknesses in nutrition governance that could benefit from REACH support: differing degrees of awareness on the problem of malnutrition among stakeholders in particular sectoral ministries and hence the need to take stock of existing data and advocate for nutrition at the highest decision-making levels; gaps in policy frameworks (National Plan of Action for Food and Nutrition-NPAFN 2011-2015 led by MOHS and a new action plan for food security and nutrition being developed by Ministry of National Planning and Economic Development (MNPED)) and hence the need to support a participatory process with all relevant stakeholders to better articulate sectoral roles and responsibilities; nutrition coordination mechanisms largely organized around the health sector (namely NNC), which has limited resources and capacity and no mandate to support coordination across ministries; need to support the creation and formalization of the UN Network in order to accompany the government of Myanmar in its fight against malnutrition.
4. **Evaluation scope and methodology.** The evaluation was designed to assess REACH in Myanmar against the following evaluation criteria: effectiveness, efficiency and sustainability. The main evaluation questions, as per the Terms of Reference (Annex 1), were: 1) What are REACH results in each country (effectiveness, efficiency and equity/gender mainstreaming); 2) What are the explanatory/contributing factors explaining results; and 3) To what extent are the results achieved and the REACH operational models sustainable? In order to respond to these questions, the evaluation team collected primary qualitative data through REACH stakeholders' semi-structured

interviews and triangulated this information with secondary data retrieved from documents and REACH M&E system. The visit to Myanmar, undertaken by the team leader, took place from July 24 to August 3. A national consultant was recruited to assist the evaluator during the visit to Nay Pyi Taw (NPT) to interview national stakeholders. Limitations that are not specific to Myanmar include poor specificity and relevance of some outcome indicators.

5. **Brief description of REACH in Myanmar.** Myanmar Country Implementation Plan (CIP) was finalized in March 2015. The international facilitator started mid-August 2015 and resigned in mid-February 2017. The current national facilitator started mid-August 2016 as advocacy consultant and became the senior national facilitator in January 2017. During the exploratory mission, the initial proposal was that the REACH facilitator team be anchored in government in Nay Pyi Taw (NPT) and in an interim phase be hosted by one of the UN agencies. The NPT option was not retained due to logistical constraints. REACH planned budget amounted to USD 760 000 for 2015-2016. In 2016, GAC approved a one-year extension until 31 December 2017 with a total amount of USD 223 486 (balance as of 31 December 2016 of USD 199 541 remaining from the initial two-year budget, topped up with unused GAC funds of generation one countries). Approval of an extension of REACH in Myanmar until end June 2018 is in process.

Key Findings

6. Key findings are summarised below, structured according to the main evaluation questions.

Evaluation question 1 - Performance

7. **Effectiveness.** The majority of outputs under outcome 1 are initiated and undertaken by REACH as a service provider whilst most outputs under outcomes 2, 3 and 4 are those for which REACH acts as neutral facilitator of country-led processes.
8. Under outcome 1, consensus on Core Nutrition Actions (CNA) and the stocktaking exercise consisting of three deliverables (multi-sectoral nutrition overview, stakeholder and nutrition action mapping, and policy and plan overview), which were initiated in 2016, were completed in May-June 2017. Official dissemination of results through a booklet and a high-level nutrition event is pending validation of the various documents by NNC. No national advocacy and communication strategy has been developed yet but a two-pager Joint UN Nutrition Advocacy Brief was released in early 2016.
9. Under outcome 2, REACH facilitators have been involved in the elaboration of the Myanmar National Action Plan for Food and Nutrition Security (MNAPFNS): mobilising sectors to contribute to the process and drafting several sections for the narrative (e.g. governance, gender and social protection). With the change in government early 2016, the MNAPFNS was not endorsed. Two initially planned outputs “2.3 CNA uptake in sectoral annual work plans” and “2.4 Sub-national CNA Uptake” were rightly not retained in annual work plans as these are contingent to successful completion of the preceding output.
10. Under outcome 3, REACH proposed a coordination structure based on existing mechanisms, which has been included in the Zero Draft MNAPFNS. REACH facilitated and supported the first National Coordination Meeting on Nutrition held in Pakokku on 25 January 2017, during which the State Counsellor Daw Aung San Suu Kyi reaffirmed high-level government commitment to nutrition and its inclusion in national development planning. Two outputs were not retained as considered unlikely

within REACH timeframe, particularly with regards to the developing political situation and resulting uncertainty regarding the coordination mechanism that the new Government intends to put in place: output 3.2 ‘capacity development’ and output 3.3 ‘guidance material and training’.

11. Under outcome 4, outputs 4.1 ‘effectiveness’ and 4.2 ‘accountability’ were not retained as they are contingent on the elaboration and validation of a multi-sectoral strategic plan (under outcome 2), which is still in progress. In late 2015/early 2016, REACH facilitated the establishment of the UN Network for Nutrition and Food Security (UNN-NFS). The four REACH partner agencies and the United Nations Population Fund (UNFPA) undertook the inventory of UN nutrition actions in 2016. A UN retreat, organized, funded and facilitated by REACH, was held on 31 May 2016. It was attended by 55 participants from across the UN system in Myanmar: FAO, UNICEF, UNFPA, United Nations Office for Project Services (UNOPS), WFP, World Bank, the UN Resident Coordinator’s office, and UNN/REACH Secretariat staff. Participants identified the lack of regular communication and competing priorities between UN agencies as challenges to be addressed. The retreat report is posted on the One-UN Myanmar and SUN Movement websites.
12. **Efficiency.** For the period 2015-2016, 74 percent of the planned budget was utilized. One particular feature of Myanmar is that frequent travel of the facilitators to NPT, the administrative capital, was necessary for all outcomes to ensure continued consultation with Government and keeping them regularly informed on progress. The highest rate of budgetary execution is noted for outcome 1 (69 percent) and the lowest for outcome 4 (11 percent). The bulk of the budget under the latter was foreseen for putting in place a multi-sectoral M&E system for which no work could be initiated until the finalisation and endorsement of a multi-sectoral plan.
13. **Equity.** Gender-related commitments in the CIP were not explicitly reflected in REACH annual work plans. Nevertheless, REACH facilitators were proactive in ensuring that gender issues were regularly addressed (gender included as a reporting item in the facilitators’ monthly activity reports). Thanks to REACH advocacy, UN Women, UNFPA, UNOPS, United Nations Development Programme (UNDP) and World Bank are members of the UNN-NFS. Gender was duly addressed in the stocktaking package of activities and in REACH support to policy, namely the MNAPFNS.

Evaluation question 2 – Contributing factors

14. In the political transition period, REACH made the right decision to focus its activities during the first few months on building UN coherence, putting nutrition on the radar and establishing trust relationships with NNC and MOALI. The high-level government commitment to nutrition reaffirmed by the State Counsellor in January 2017 gave new impetus to nutrition governance-related work as she called for MOHS to convene regular meetings to continue to discuss coordination on nutrition. More clarity on leadership on nutrition governance has also recently emerged with the establishment of 10 Sector Coordination Groups (SCG) including a Nutrition SCG to be led by the MOHS (Guidelines released by the Development Assistance Coordination Unit-DACU on 26 July 2017).

Evaluation question 3 - Sustainability

15. The stocktaking activities have been undertaken under the leadership of NNC; coaching and mentoring of REACH facilitators and UNN/REACH Secretariat staff promoted skill and knowledge transfer to focal points in sector ministries, though the need for more capacity building was underlined. Overall, the potential for sustainability is there but it is premature at this stage to draw definitive conclusions on the sustainability of REACH stocktaking deliverables. REACH draft transition plan (January 2017), does not include tangible steps for phasing-over REACH functions to the UNN-NFS. WFP is seeking funding for a one-year extension of the national facilitator. The extension of REACH engagement with GAC funding until June 2018 (confirmation in progress), met with a positive response from stakeholders; this indicates a positive perception of stakeholders about the added value of REACH in strengthening nutrition governance. There was overall agreement that a two-year timeframe is too short in view of the complexity of nutrition governance in general and more specifically within the Myanmar context.

Overall conclusions

16. Reformulating/adapting/prioritizing outputs and activities of the CIP in line with NNC priorities and in close consultation with UNN-NFS were appropriate as it fostered government leadership and UN agencies engagement. During the long political transition period there was lack of clarity as to the official status of various development policy frameworks; work launched by the previous government on nutrition governance (policies, strategies and coordination mechanism) was halted and so were relevant REACH activities. The high-level government commitment to nutrition reaffirmed by the State Counsellor in January 2017 gave new impetus to nutrition governance-related work. Work on nutrition stocktaking was resumed and completed in May-June 2017 through a participatory process involving multiple stakeholders and led by Government. In spite of REACH facilitators' continued efforts to explain the intended purpose of the stocktaking exercise there was still unclear understanding among some external stakeholders about its use as a basis for cohesive planning.
17. An advocacy and communication strategy has not been developed, as it was not yet the right time given circumstances (uncertainty about the status of policies and coordination structures to be put in place by the new Government). Facilitators were proactive in seizing opportunities: advocacy briefs were strategically timed to advocate for nutrition to new elected officials. REACH facilitators strived to mobilise various sectors through individual or multi-stakeholders meetings encouraging them to contribute to the MNAPFNS. Even though the document was not endorsed by the new Government, REACH facilitation processes were perceived as equally as important as the intended result because of their contribution to awareness raising about/advocacy for nutrition as a multi-sectoral issue. REACH support to strengthening multi-sector coordination was limited so far. More clarity on leadership on nutrition governance has recently emerged with the establishment of a Nutrition Sector Coordination Group.

Recommendations

18. The first two recommendations concern Myanmar. The other three concern future REACH engagement in other countries. These will be further refined and expanded in the final synthesis report of this evaluation, building on the findings, conclusions, lessons learned and good practices drawn from the five countries' evaluations.
19. **Recommendation 1 –Priority areas for the remaining period of engagement of REACH in Myanmar**

REACH draft transition plan, which is a living document, needs to be reviewed/agreed by agencies' focal points and then endorsed by the REACH CC based on needs and capacities. The choice of priority areas for REACH for the remaining months of 2017 until end of June 2018 should be a bottom-up country-led participatory and consensual process guided by the recent decisions of the Government regarding the establishment of the Nutrition SCG. The choice of activities should seek complementarity with one-on-one technical support provided by the UN partner agencies and could include: advocacy and communication strategy (UN as well as one accompanying the MNAPFNS), and finalization of a prioritized and budgeted multi-sector nutrition plan.

Responsibility: Myanmar REACH CC with the support of UNN/REACH Secretariat;
Timeframe: Immediately

20. Recommendation 2 – **Roadmap for updating nutrition stocktaking as an action-oriented tool**

The multi-sector and multi-stakeholder stocktaking is not an event at a single point in time but a process as a basis for cohesive and regular planning. The Multi-sectoral Nutrition Overview should be updated when new survey data are released. The next step of Policy and Plan Overview should be to determine where nutrition can and should be integrated into policies and plans. The next round of the Stakeholder and Nutrition Action Mapping should be to map CNAs at a lower geographic level in order to have greater detail about the geographic and beneficiary coverage. A roadmap for these updates should be included in the booklet summarizing the results of the multi-sector and multi-stakeholder stocktaking in Myanmar (under preparation for its release after its validation by Government).

Responsibility: REACH facilitator and UNN-NFS; Timeframe: Immediately

21. Recommendation 3 – **Guidance on Stakeholder and Nutrition Action Mapping**

The stakeholder and nutrition action mapping tool, should be updated drawing on lessons learned (difficulties encountered by stakeholders in its use and challenges in terms of data availability/reliability) and guidance provided on how to update and use it as a planning tool at national and sub-national levels.

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

22. Recommendation 4 – **REACH logical framework and M&E system**

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

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

23. Recommendation 5 - **REACH design stages**

Based on lessons learned, refine the design stages of REACH engagement by adopting a transparent process that ensures: coherence with national context, coherence and complementarity with UN agencies mandates and in-country programmes (with particular attention to nutrition governance-related one-on-one on-going/planned support), and buy-in from all concerned partners (Government and UN). Steps to include: 1) Desk review of the nutrition governance situation as it relates to REACH

outcomes along a set of well-defined parameters and criteria; and 2) a three-stage longer design process: a) Scoping mission to validate findings through extensive consultations with Government and UN agencies; b) Development of a “REACH Multi-year Indicative Programme” (MIP) (in lieu of/less prescriptive than the current CIP) detailing specific objectives and highlighting a number of focal areas to be decided and sequenced based on evolving context; and c) validation of REACH MIP at a government-led multi-stakeholders workshop.

Responsibility: UNN/REACH Secretariat; Timeframe: As of first quarter of 2018.

1. Introduction

1.1. Evaluation Features

Overview of the evaluation subject

1. Renewed Efforts against Child Hunger and undernutrition (REACH) is an inter-agency initiative established by four United Nations (UN) partner agencies: Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF), World Food Programme (WFP) and World Health Organization (WHO) in 2008 to strengthen nutrition governance. The International Fund for Agricultural Development (IFAD) later joined as an adviser. Initiating partners signed a Memorandum of Understanding (MOU) in December 2011 and REACH was fully operational by 2012.^{1 2}
2. In its support to government-led nutrition governance efforts, REACH uses a set of analytical tools and resource materials and tailored support (facilitation, coaching, mobilization) to attain the following four outcomes: 1) Increased awareness and consensus of stakeholders of the nutrition situation and the best strategies and priorities for improvement; 2) Strengthened national policies and programmes that operationalize and address nutrition through a multi-sectoral approach; 3) Increased human and institutional capacity on nutrition actions at all levels; and 4) Increased effectiveness and accountability of stakeholders in implementing and supporting nutrition actions. Since 2016, “Joint UN Effectiveness”, one of the outputs under outcome 4, became a separate fifth outcome “Harmonized and coordinated UN nutrition efforts” in alignment with the UNN for SUN Strategy.²
3. In 2011, Global Affairs Canada (GAC) provided funding to REACH in eight countries (“generation 1” countries: Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania), and in 2014, to four additional countries (“generation 2”: Burkina Faso, Haiti, Myanmar and Senegal) and further funding to Mali. The latter five countries are the subject of this evaluation, which is commissioned by the UN Network for SUN (UNN)/REACH Secretariat. It is undertaken as per agreement of UNN/REACH Secretariat with GAC.
4. Its main objectives are: 1) accountability - assess and report on the performance and results of REACH; and 2) learning - determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries. The evaluation covers the period from June 2014 to August 2017 and was timed so as to allow the country visit to be undertaken while the international and national facilitators are still in country.
5. Main stakeholders and users of the evaluation in Myanmar include: GAC, UNN/REACH Secretariat; REACH facilitators; members of UNN/REACH Country Committee (CC) composed of the heads of country offices of the REACH partner agencies; the UN agencies nutrition focal points (NFP) referred to as “Nutrition Technical Leads” in Myanmar;³ the SUN Government Focal Point/Director General of the Ministry of Health and Sports (MOHS); the National Nutrition Centre (NNC)/MOHS acting as technical Secretariat to the SUN Focal Point; sector ministries - Ministry of Agriculture, Livestock and Irrigation (MOALI),⁴ the Ministry of Social Welfare, Relief and Resettlement (MOSWRR); donors supporting nutrition; and the

¹ UNN for SUN. Frequently Asked Questions about the UN Network for SUN

² UNN for SUN. 2015. UNN for SUN Strategy 2016-2020

³ They will be referred to as NFPs in order to use the same language in the 5 country case study reports and the final synthesis report.

⁴ MOALI established in 2016 groups 2 Ministries: Ministry of Agriculture and Irrigation and Ministry of Livestock, Fisheries and Rural Development.

Civil Society Alliance (CSA). The UNN/REACH Secretariat and its UN agency partners at global and country levels will use the evaluation findings in decision-making, related to REACH establishment, performance and management across countries. Lessons learned will be used to improve current and future REACH engagements in other countries.

Evaluation methodology

6. The evaluation focused on three evaluation criteria: effectiveness, efficiency and sustainability (Terms of Reference - TOR in Annex 1). It addressed three key questions: 1) What are REACH results in each country (effectiveness, efficiency and equity)? 2) What are the explanatory/contributing factors explaining results? 3) To what extent are the results achieved and the REACH operational models sustainable? These questions were further elaborated with sub-questions, corresponding measures/indicators, sources of information and data collection method in an evaluation matrix (Annex 2).
7. The visit to Myanmar, undertaken by the team leader, took place from July 24 to August 3 (Mission schedule Annex 3). A national consultant was recruited to assist the evaluator during the visit to Nay Pyi Taw (NPT) to interview national stakeholders.⁵ Primary qualitative data were collected through semi-structured interviews of key stakeholders (List of people met Annex 4 and data collection tools in Annex 5). These were triangulated with secondary data retrieved from documents (e.g., mission reports) and REACH Monitoring and Evaluation (M&E) system including financial tracking, annual progress reports, baseline and endline data (Bibliography Annex 6). Debriefing was held on 3 August, to obtain feedback from stakeholders on preliminary findings, also provided an opportunity for triangulation of information.
8. The international facilitator, who resigned in mid-February 2017, was interviewed after the country visit. More frequent discussions with her, as done in other country visits, would have been useful to better understand the context particularly during the first few months of REACH engagement. However, a thorough reading of monthly activity reports offset this limitation.
9. Other limitations that are not specific to Myanmar relate to the choice of indicators in the REACH M&E logical framework (baseline and endline data analysis): some indicators are weak in terms of relevance and specificity (e.g. outcome 1 indicator as discussed under performance). Assessing achievements is complex due to attribution issues (i.e., the extent to which observed changes can be attributed to REACH particularly when REACH support is that of facilitation rather than service provider) and the fact that benchmarks are not under the control of REACH. The M&E framework used to collect baseline/end-line data lacks flexibility (for instance entering “not applicable” is not proposed as an option): all indicators are filled out even though the initially planned activity or deliverable was not retained or was done without REACH contribution leading sometimes to a wrong assessment. Data availability is also a problem, namely for outcome 3, which is to be assessed on the basis of changes in the coverage of Core Nutrition Actions (CNA), and for which data are to be obtained through nationwide surveys or national information systems that are beyond REACH control in terms of data availability and quality/reliability. Moreover the time lag between baseline and endline data collections is too short to observe changes in coverage.

⁵ Mr. Tin Aung Cho; Independent Consultant for Moderating Meetings between MPs and Foreign Delegation

1.2 Context

10. The following provides a brief overview of the country, followed by a more detailed account of issues relevant to the REACH initiative, which are presented along the four REACH outcomes, and which depict the situation as it existed before the REACH international facilitator took up her duties in mid-August 2015, based on information retrieved from REACH documents, primarily Myanmar REACH Country Implementation Plan (CIP), and interviews of stakeholders familiar with the situation in 2014 and early 2015.⁶

11. Myanmar is the country with the highest risk of humanitarian crises in North and South East Asia, ranking 12th worldwide.⁷

The country has experienced internal conflicts, each with its own set of complex underlying factors, for

Key indicators ⁸	
Population	51.49 million
Human Development Index (HDI) – 2015	145 of 188
Global Hunger Index – 2016	22 (serious)
Gender Inequality Index - 2015	(0.374) 80 out of 188
Adult Literacy - 2008-2012	92.7 %
Progress towards WHA Stunting Target - 2015	Off course (some progress)

more than six decades, involving fighting between ethnic groups and the army in different locations throughout the country.⁹ In Myanmar, 25.6 percent of the population lives below the national poverty line. Poverty is twice as high in rural areas where 70 percent of the population lives.¹⁰ Recent nationwide data on malnutrition from the Myanmar Demographic and Health Survey (MDHS) indicate that 29 percent of children are stunted (below -2SD), and 8 percent are severely stunted (below -3SD).¹¹ Nutrition disparities prevail across geographic regions, disaster-prone and conflict-affected areas. Underlying and basic determinants of malnutrition in Myanmar include: poverty (an important risk factor for undernutrition, diarrhoea, and poor dietary diversity), long lasting localized conflicts (leading to internal displacement, increased poverty and food insecurity, particularly for minority ethnic groups and in border regions), natural disasters (such as cyclones and floods affecting among others sanitation and access to safe water) and low social status of women and early marriage, particularly among certain ethnic groups.

12. **Outcome 1 - Increased awareness and consensus.** At the time of the exploratory mission early 2015, most recent nation-wide data dated back to the Multiple Indicator Cluster Survey (MICS) 2009-2010. The mission identified insufficient causal analysis of malnutrition and lack of consensus on CNAs among sectoral ministries to be key issues, which could benefit from REACH support. Interviewees confirmed that there was indeed a need for an in-depth analysis of the immediate and underlying determinants of malnutrition to guide strategy formulation, and that this continues to be an area requiring further research.

13. **Outcome 2 - Strengthened national policies and programmes.** The civilian government installed in Myanmar in April 2011 developed various national development strategies such as the National Comprehensive Development Plan (NCDP 2014-2030), in which nutrition was mentioned but not articulated as a priority. A five year National Plan of Action for Food and Nutrition (NPAFN 2011-2015) was developed

⁶ REACH Secretariat. 2015. REACH in Myanmar – Country Implementation Plan (CIP)

⁷ INFORM Country Risk Profile Myanmar. http://www.inform-index.org/Portals/0/Inform/2017/country_profiles/MMR.pdf

⁸ Source : HDI and GII: UNDP (<http://hdr.undp.org/en/composite/HDI>); GHI: IFPRI (<http://ghi.ifpri.org>); Literacy: UNICEF (https://www.unicef.org/infobycountry/myanmar_statistics.html); World Health Assembly stunting target: IFPRI 2015 (<http://ebrary.ifpri.org/utis/getfile/collection/p15738coll2/id/129987/filename/130198.pdf>)

⁹ European Commission. 2017. ECHO Fact Sheet.

¹⁰ <http://www.mm.undp.org/content/myanmar/en/home/countryinfo.html>

¹¹ MOHS/the DHS Program/ICF International. 2016. Myanmar Demographic and Health Survey 2015-2016 – Key Indicators Report.

under the leadership of MOHS. Although conceived as multi-sectoral, in practice it was health-owned with insufficient collaboration between MOHS and MOALI; implementation was vertical with no oversight. A new Myanmar National Action Plan for Food and Nutrition Security (MNAPFNS) for 2016-2025 was initiated in 2015 in response to the Zero Hunger Challenge (ZHC), under the leadership of MNPED with support from FAO.

14. **Outcome 3 - Increased human and institutional capacity.** National nutrition coordinating platforms that existed in 2014 and early 2015 included: a) the Central Board for Food and Nutrition (CBFN) a high-level convening body responsible for guiding policy development chaired by the Deputy MOHS and vice chaired by the Deputy MOALI; and b) the Myanmar National Committee on Food and Nutrition Security (NCFNS) established in 2015 by the president to oversee implementation of policies. Both brought together over 15 line ministries. A SUN Multi-Stakeholder Platform (MSP) had been established in 2013 bringing together CBFN, NNC, UN agencies, NGOs and donors. According to the SUN Movement self-assessment workshop in 2014, the MSP performance was not optimal, scoring 33 percent on outcome 1 “Bringing people together into a shared space for action”.¹² A SUN Civil Society Alliance was established in early 2014, under the leadership of Save the Children. Overall the various coordination bodies have not been very active and there was a need for supporting capacity building of key sectors for effective nutrition governance.
15. **Outcome 4 - Increased effectiveness and accountability.** Decision-making was hampered by the lack of resources and capacity constraints for the collection, analysis and dissemination of data. There was no formal implementation tracking mechanism in place for nutrition. REACH support was hence envisaged to analyse existing systems and provide support to the planning units of relevant sectors in order to integrate nutrition indicators into their information systems. A UN Network for SUN was not yet established and REACH was expected to support its establishment and facilitate its functioning.

1.3 Description of REACH in Myanmar

16. Myanmar joined the SUN movement in April 2013, and SUN was officially launched in February 2014. The UNN/REACH Secretariat undertook an exploratory mission in Myanmar in January 2015 and the CIP was finalized in March 2015. The international facilitator started on 16 August 2015 and resigned on 12 February 2017. The current national facilitator started on 15 August 2016 as advocacy consultant and became the senior national facilitator in January 2017; her contract is due to end on 31 December 2017 with the end of REACH engagement in Myanmar.¹³
17. During the exploratory mission, the initial proposal was that the REACH facilitator team be anchored in government in NPT and in an interim phase be hosted by one of the UN agencies.⁶ The NPT option was not retained due to logistical constraints (limited housing options) and higher cost (related mainly to transport: need for hiring or purchasing a car versus using the vehicles fleet of UN agencies in Yangon).
18. REACH’s planned budget amounted to USD 760 000 for 2015-2016. In 2016, GAC approved a one-year extension until 31 December 2017.¹⁴ A total amount of USD 223 486 was allocated for 2017 (balance as of 31 December 2016 of USD 199 541

¹² SUN. 2015. Myanmar Report.

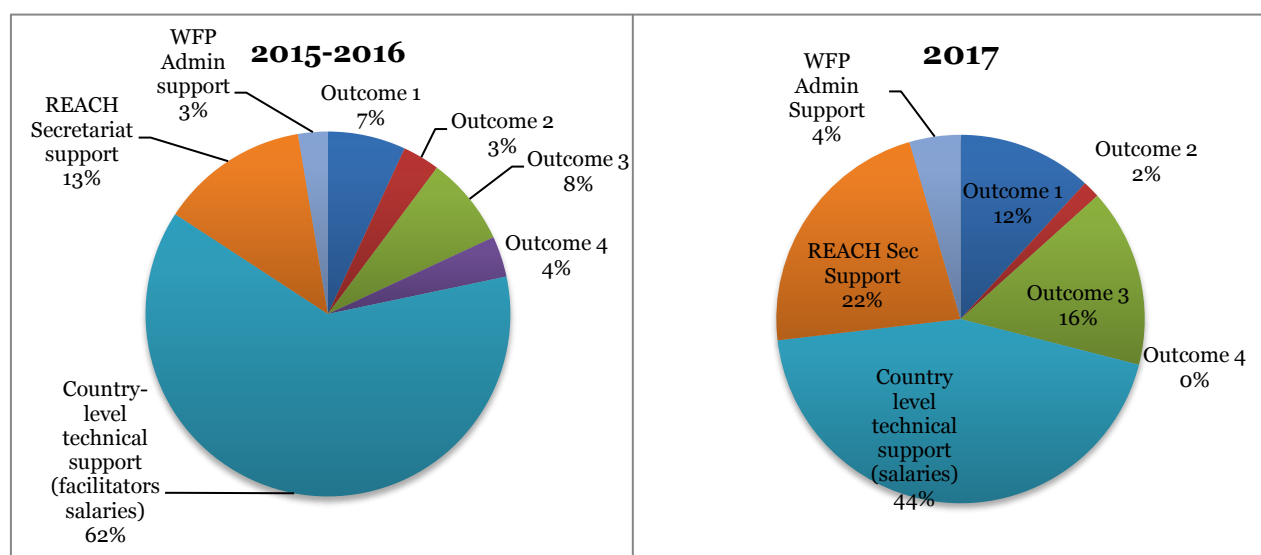
¹³ A first national facilitator started in December 2015 for about 10 months.

¹⁴ GAC/WFP. 2016. Amendment to the Subsidiary Arrangement No. 11-612.

remaining from the initial two-year budget, topped up with unused GAC funds of generation one countries). Approval of an extension of REACH in Myanmar until end of June 2018 is in process.

19. It must be noted that the proportionate share of the budget allocated for results is not a reflection of more focus on one or the other: for some results, the main contribution of REACH is through facilitation with the main input being the facilitators' presence and skills (that is time spent in networking, coaching, etc.).

Figure 1: Planned budget



Source: UNN/REACH Secretariat. Budget CIP Myanmar Final Excel Sheet and REACH. Work plan 2017 REACH Myanmar Draft

2. Evaluation Findings

Overview of planned activities, outputs and outcomes

20. Country-level activities are guided by the CIP and annual work plans. The international facilitator revised the CIP, reformulating/adapting/prioritizing outputs and activities in line with the priorities of NNC (acting as technical Secretariat to the SUN Focal Point). This was done in close consultation with REACH partner agencies. Prioritized activities and their reformulation are shown in Annex 7. The majority of outputs under outcome 1 are initiated and undertaken by REACH as service provider whilst most outputs under outcomes 2, 3 and 4 are those for which REACH acts as neutral facilitator of country-led processes.

2.1. Evaluation Question 1 - What are REACH results?

Effectiveness

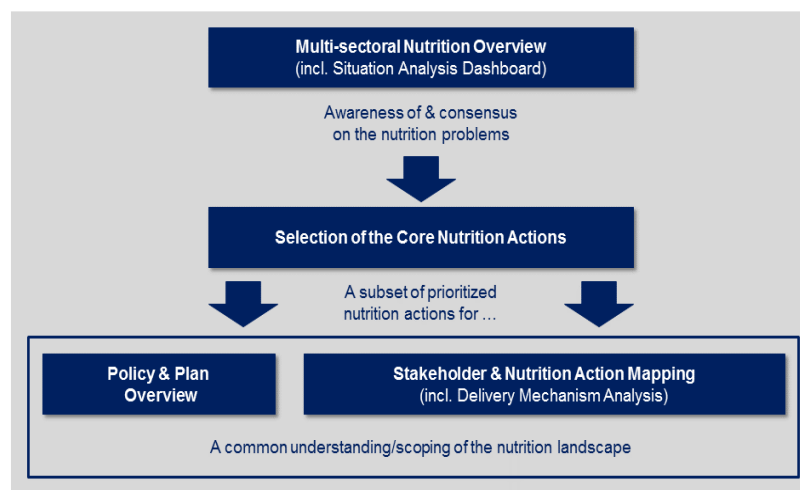
21. For each outcome, findings on outputs and respective deliverables are followed by an assessment of progress towards the outcome based on REACH M&E system and stakeholders' views. In this report, the fifth outcome "Harmonized and coordinated UN nutrition efforts" of the UNN for SUN Strategy 2016-2020 is discussed under outcome 4 as originally planned in Myanmar CIP, which was conceived prior to the adoption of this strategy.

Outcome 1

22. **Outputs 1 and 2 - Multi-sector and multi-stakeholder stocktaking and Consensus on CNAs.** Deliverables under these two outputs aim at building understanding of the nutrition landscape. Their sequencing and interactions are depicted in **Figure 2.**

23. The **Multi-sectoral Nutrition Overview (MNO)** aims at presenting nutrition trends, a causal analysis (underlying and basic causes) and a situation analysis dashboard intended as a synthesised tool for policy-makers and practitioners.¹⁵ The purpose of selecting **CNAs** is to help establish consensus on actions for addressing the country's priority nutrition problems. The

Figure 2: REACH Analytical support and tools



Source: REACH Myanmar, 2017. Myanmar Nutrition Stocktaking

Stakeholder and Nutrition Action Mapping, which is developed using the Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT), provides both qualitative stakeholder mapping (“who does what where”) and quantitative information, namely coverage of CNAs at national and sub-national levels. The results are expected to contribute to improving planning at national and sub-national levels as well as other multi-sectoral nutrition processes such as coordination and implementation of CNAs.^{16 17 18} The purpose of the **Policy and Plan Overview (PPO)**, which is listed under outcome 2 in the CIP, is to determine the extent to which nutrition - in particular CNAs - are already reflected in national policies.¹⁹

24. The process started with discussion of CNAs within the UNN. This was followed by discussions with NNC/MOHS and MOALI. Nutrition-specific CNAs were discussed and agreed at a health sector meeting held in December 2015 and were incorporated in an updated version of the MNAPFNS. REACH facilitators and agencies NFPs agreed to delay the implementation of the other deliverables until new officials are in post across the different Ministries to ensure leadership and ownership of the new Government from the start (see section 2.2). Several interviewees referred to this period as “actively waiting”.

25. Building on a series of individual and multi-sectoral consultations over several months, national nutrition stocktaking was launched in June 2016 using the REACH portfolio of tools, under the leadership of MOHS/SUN Government Focal Point in collaboration with four ministries MOALI, MOSWRR, Ministry of Finance and Planning (MOFP) and

¹⁵ REACH. 2013. REACH Country Facilitator Manual (2nd Edition)

¹⁶ REACH Secretariat. 2016. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Overview.

¹⁷ REACH Secretariat. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Terms of Reference.

¹⁸ REACH Secretariat/BCG. Scaling-up Nutrition Planning and Monitoring Tool (SUN PMT) Training Guide.

¹⁹ The PPO was included under outcome 2 as deliverable 2.1.1 in the initial CIP

Ministry of Education (MOE). The UNN/REACH Secretariat provided support throughout the process, both remotely and through country visits.

26. The PPO (full version consisting of 19 slides and shorter version 6 slides) was finalized in May 2017. A comprehensive MNO (a power point presentation consisting of 60 slides) and a shorter version were finalized in June 2017.²⁰ The MNO drew on key information sources: the 2014 Myanmar Population and Housing Census, the MDHS 2015-16 and the Food Security Atlas published by the Department of Rural Development (DRD)/WFP Vulnerability Analysis and Mapping (VAM) in 2016. It was elaborated along REACH guidance, with support from the UNN/REACH Secretariat, which reviewed the document at various stages. The SUN-PMT full version (150 slides) and shorter version (42 slides) were finalized in June 2017.²¹ The latter was developed in very close consultation with the Myanmar Information Management Unit (MIMU).²² Pending validation by NNC, REACH plans to publish key results of all nutrition stocktaking deliverables into one booklet.
27. Many stakeholders who participated in the SUN-PMT voiced their concerns as to the reliability and representativeness of some of the data; and some reported difficulties using the tool (e.g., some target group categories proposed in the spread sheet not exactly corresponding to theirs).
28. Regarding the process to achieve the above results: many stakeholders thought that too many meetings were convened by REACH (one stakeholder noting 14 meetings held between January and June 2017). Whilst meetings with Government in NPT were necessary, progress could have been made on some of the issues through correspondence at least amongst Yangon-based Technical and Financial Partners. Many pointed to the need for prioritising meetings to discuss strategic issues; some stakeholders felt that REACH was “doing its homework/ticking boxes” guided by the UNN/REACH Secretariat rather than working towards a national agenda. In spite of REACH facilitators’ continued efforts to explain the intended purpose and use of the stocktaking exercise there were mixed perceptions about the timing and sequencing of these outputs vis-à-vis evolving context and priorities and lack of clarity about their intended purpose as a basis for consensus building and decision-making.
29. **Outputs 1.3 Cost-Benefit Analysis and Output 1.4 National Advocacy and communication.** The initial plan was to facilitate the drafting of an investment case briefing as part of a national advocacy strategy within the context of the MNAPFNS. In early 2016, the UN Network for Nutrition and Food Security (UNN-NFS) decided that a full-fledged advocacy strategy would be developed on the basis of an upcoming Common UN Narrative/Nutrition Strategy. In the meantime, short and opportune nutrition advocacy briefs were prepared: the first one released early 2016 was a joint UN (two-pager) brief building the case for investing in nutrition based on a cost-benefit analysis and highlighting linkages with the National League for Democracy (NLD) Election Manifesto in order to raise awareness of the transition government and the new leadership about nutrition. In partnership with donors, REACH developed a one-page brief for the State Counsellor and Ministers in view of an Inter-Ministerial Coordination Meeting on Nutrition in Pakkoku (January 25, 2017). Strengthening advocacy for nutrition at all levels (prioritizing Parliamentarians) through the

²⁰ REACH Myanmar. 2017. Myanmar Nutrition Situation Analysis

²¹ REACH Myanmar. 2017. Myanmar Stakeholder and Nutrition Action Mapping

²² MIMU is a service to the UN Country Team (UNCT) and Humanitarian Country Team (HCT), under the management of the UN Resident and Humanitarian Coordinator whose purpose is to improve the capacity for analysis and decision making by a wide variety of stakeholders through strengthening the coordination, collection, processing, analysis and dissemination of information. <http://themimu.info/about-us>

development of a comprehensive advocacy, social mobilization and Behaviour Change Communication (BCC) strategy is amongst the priorities retained for 2017 in REACH transition plan.²³

30. Progress made towards **outcome 1 “Increased awareness and consensus of stakeholders of the nutrition situation”** is assessed in REACH M&E system based on changes in the numbers of stakeholders supporting or implementing nutrition as shown in **Table 1**. Overall the situation improved. Over several months, REACH has been building relationships with government sectors, meeting them individually and collectively and engaging with them on the stocktaking exercises. Several interviewees noted that this process was equally as important as the end result as it acted as advocacy for nutrition as a multi-sectoral issue.

Table 1: Progress in outcome 1					
Stakeholder group	Baseline	Endline	Trend	Target	Comment as per REACH endline data analysis
NGOs	100%	100%	→	80%	The five largest NGOs present in Myanmar have been supporting nutrition actions at both baseline and endline (Myanmar Health Assistant Association lost visibility in recent years and Myanmar Maternal and Child Welfare Association is now among the top five NGOs actively supporting nutrition).
Donors	60%	80%	↗	80%	DFID, EU/ECHO, USAID, Japan, World Bank are the largest donors. DFID, EU and Japan have been supporting nutrition since baseline. World Bank is now supporting analytical work and nutrition-specific activities through the Three Millennium Development Goal Fund (3MDGs).
Government Ministries	100%	60%	↘	80%	At baseline the five listed ministries (Health; Agriculture and Irrigation; Livestock, Fisheries and Rural Development; Education; Social Welfare) were all actively supporting nutrition actions. This is now only the case for the ministries of Health, Education and Social Welfare.
UN Agencies	100%	100%	→	80%	Since baseline all five UN agencies (FAO, UNICEF, WFP, WHO, UNFPA) have been supporting nutrition actions.
Source: REACH baseline and endline data for Myanmar					

Outcome 2

31. **Output 2.1 Incorporation of nutrition in Government and UN Strategy.** Since 2016, REACH facilitators participated in the United Nations Country Team (UNCT) meetings for developing the United Nations Development Assistance Framework (UNDAF) 2018-2022 for Myanmar (work in progress).
32. **Output 2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan.** The role of REACH under this outcome is that of facilitation of government-led processes. As discussed in paragraph 13, there was a NPAFN 2011-2015 and MNAPFNS 2016-2025 was initiated in 2015 in response to the ZHC. The launch of the latter by FAO caused dissensions between the agriculture and health sectors; the MOHS saw the ZHC as a duplication of SUN as no clear communication was provided at global, regional and country level about the two initiatives. Many stakeholders within and outside the UN system expressed their frustration and lack of understanding of the various governance-related efforts (SUN, REACH, ZHC) that different agencies were supporting or leading.^{24 25} This points to the need for UN agencies supporting different initiatives to have a common narrative and consensus, and be transparent with the Government. Several stakeholders underlined the ability of the national REACH facilitator to convene stakeholders to discuss and resolve conflicts.

²³ REACH Myanmar. 2017. REACH MYANMAR: Transition and Sustainability Plan

²⁴ Goossens-Allen T. 2016. REACH Secretariat Mission Report to Myanmar 30 May-4 June 2016

²⁵ REACH Myanmar. 2016. Monthly Activity Reports

33. In 2015 and 2016 REACH facilitators have been involved in the elaboration of the MNAPFNS. REACH advocated for the active engagement of multiple sectors, in particular MOHS/NNC: engaging in bilateral meetings with Permanent Secretaries and focal points from different sectors and helping actors agree upon nutrition indicators, baselines and targets. REACH Facilitators drafted several sections for the narrative that were missing from first draft (e.g. governance, gender and social protection) and incorporated the development of a national advocacy strategy for nutrition as an activity in the draft MNAPFNS. REACH also facilitated the process of elaborating an M&E framework to be incorporated into the plan. REACH and UNICEF jointly selected a consultant for a seven-month period (February to September 2016) for several activities including the support to the finalization of MNAPFNS and its costing, as well as for updating the NAPFN to align with the MNAPFNS.
34. Two initially planned outputs “2.3 CNA uptake in sectoral annual work plans” and “2.4 Sub-national CNA Uptake” were rightly not retained in annual work plans as these are contingent to successful completion of the preceding output.
35. Progress made towards outcome 2 “**Strengthened national policies and programmes**” is assessed in REACH M&E through two indicators: state of the country's national nutrition policy and state of the country's national nutrition action plan based on a set of relevant parameters (such as date of the document, Government endorsement, etc.). Targets were not reached for these two indicators (scores of ten and zero relative to targets of 50 and 95 respectively). With the change in government early 2016, the MNAPFNS was not endorsed and a score of zero was obtained for the action plan indicator. This may however improve in the remaining period of REACH engagement as the new government has requested stakeholders to review the MNAPFNS and NPAFN in order to develop and cost a new national multi-sectoral action plan on nutrition. Recently, NNC requested technical assistance to support the review and update of the nutrition policy and WHO has agreed to provide such support. Most stakeholders expressed their satisfaction with REACH facilitation of the various review processes and were expecting it to continue.

Outcome 3

36. Under this outcome, two outputs out of four were not retained as considered unlikely within REACH timeframe, particularly with regard to the developing political situation and resulting uncertainty regarding the coordination mechanism that the new Government intends to put in place: output 3.2 capacity development and output 3.3 guidance material and training.
37. **Output 3.1 Coordination capacity** was reformulated and adapted to the context whereby REACH was to support existing coordination mechanisms in place rather than supporting the creation of an overall consultative framework as per the CIP. In addition to its support to NNC, REACH developed a proposed diagram for a coordination structure based on existing mechanisms and strong horizontal as well as vertical coordination, which has been included in the Zero Draft MNAPFNS.
38. This output also included REACH support to the promotion of/support to the establishment of SUN networks. After attending a regional Asia SUN Business Network meeting in Jakarta in late 2015, and widely sharing learning notes and recommendations, REACH has continually tried to catalyse the establishment of a Business Network. REACH also made preliminary links with some relevant universities in an effort to also catalyse the creation of a SUN academia network; e.g. REACH held

a session on nutrition-sensitive agriculture to professors and lecturers at Yezin Agricultural University in NPT.

39. **Output 3.4 Information sharing.** Potential activities included exchange visits with other countries, annual good practice meetings or helping to organize a high-level event on nutrition. Knowledge sharing also includes participation of REACH facilitators in SUN global gatherings together with the SUN focal point, for whom they provide support in preparing for these gatherings, and in REACH gatherings organized every eighteen months.
40. In 2016, discussions began with government to organize a high level event on nutrition in 2017, led by the MOHS/SUN Focal Point. REACH facilitated and supported the first National Coordination Meeting on Nutrition held in Pakokku on 25 January 2017, during which the State Counsellor Daw Aung San Suu Kyi reaffirmed high-level government commitment to nutrition and its inclusion in national development planning.²⁶
41. The REACH National Facilitator and REACH-UNICEF consultant prepared background materials and inputs for the SUN/UNICEF workshop on Public Financing for Nutrition in Asia in Bangkok (25-27 April 2016). They attended the meeting along with several government staff (e.g. NNC Deputy) and DFID. In December 2016, the REACH International Facilitator and REACH Advocacy Consultant participated in the FAO/WHO international symposium on nutrition in Rome (December 2016), supporting the government MOHS delegation and in the with the REACH facilitators' gathering.
42. Progress made towards outcome 3 **Increased human and institutional capacity on nutrition actions at all levels** is assessed in REACH M&E through coverage indicators relating to 13 CNAs for which data are extracted from national surveys (MICS for baseline and MDHS for 2017). No comparisons could be made for most indicators either because there were no data at baseline or sources of data were different (see limitations paragraph 9). As to the second indicator on "Governance and Management (capacity of the high level National Coordination Mechanism to govern and manage the implementation of the national nutrition plan)": the target was not met and a downward trend was noted (CBFN which existed at baseline was discontinued and a high level coordination mechanism is not yet established).

Outcome 4

43. Under this outcome, outputs 4.1 'effectiveness' and 4.2 'accountability' were not retained as they are contingent on the elaboration and validation of a multi-sectoral strategic plan (under outcome 2), which is still in progress. A coverage dashboard, one of the components under output, 4.2, was however completed and endorsed by government in 2017. One output was maintained: Joint UN effectiveness, which includes three deliverables.
44. In late 2015/early 2016, REACH facilitated the establishment of the UN Network for Nutrition and Food Security to strengthen UN system coherence. It currently consists of FAO, United Nations Development Programme (UNDP), UNICEF, UNFPA, United Nations Office for Project Services (UNOPS), UN Women, WHO, WFP and World Bank. In the course of 2016, REACH facilitated convening and reporting of regular technical lead meetings (2016: 9 times, with other ad-hoc meetings and consultations) and Heads of Agency meetings (2016: 4 times). REACH catalysed the expansion of the

²⁶ LIFT/UNOPS. 2017. Press Release First National Coordination Meeting on Nutrition PAKOKKU, 25 January 2017

UNN-NFS from 4 agencies in 2015 to 9 agencies in January 2017, including the World Bank.

45. The UN inventory tool aims at comparing the focus/concentration/magnitude and location of UN nutrition contributions; mapping UN nutrition contributions against national government nutrition priorities; and hence providing a strong evidence base upon which to develop the UN vision/response priorities in contributing to nutrition. The inventory of UN nutrition actions was undertaken by five UN agencies - FAO, UNFPA, UNICEF, WFP and WHO in 2016 (presented in a total of 56 slides).²⁷ The inventory revealed interesting findings and made relevant tangible proposals for follow-up; for example low coverage of UN-supported interventions in some high burden geographical areas and hence the need to re-think/re-position the geographical focus, especially with the new UNDAF coming up in 2018; UN agencies operating in many of the same states/regions, but not necessarily in the same townships and hence the need for improving joint targeting and programming. The results were shared with UN Agency Representatives/Deputy Representatives, NFPs and M&E officers in September 2016.
46. Discussions on a Common Narrative/Joint Nutrition Strategy have been tabled on the agenda of most UN Network meetings during 2016. A UN retreat, organized, funded and facilitated by REACH, was held on 31 May 2016 with three objectives: enable a participative and fact-based dialogue among UNN-NFS stakeholders about scaling up nutrition requirements in Myanmar; review and take stock of current UN agency contributions and identify gaps in support of national plans and programmes; and begin a joint dialogue on the UN comparative advantage and future direction for scaling up nutrition. It was attended by 55 participants from across the UN system in Myanmar: FAO, UNICEF, UNFPA, UNOPS (LIFT and 3 MDG Multi-donor Trust Fund projects), WFP, World Bank, the UN Resident Coordinator's office, and UN REACH at both global and country levels. Participants identified the following challenges that need to be addressed: lack of regular communication and competing priorities between UN agencies. The retreat report is posted on the One-UN Myanmar and SUN Movement websites.²⁸
47. Finally, REACH facilitators supported the completion of the 2016 UNN reporting exercise, which was done in early 2017 using a new annual reporting tool launched for UN Networks in all SUN countries. Many stakeholders reported having had difficulties contributing to this exercise and complained about the multiplicity of reporting.
48. Assessment of progress based on REACH M&E baseline/endline data analysis shows no progress (i.e. urgent problem requiring urgent action) in indicator 4.3a - no joint UN programme and indicator 4.3d - no joint UN nutrition strategy; positive but insufficient progress in indicator 4.3b with 3 agencies (FAO, UNICEF and WFP) having appointed NFP with nutrition governance responsibilities in their TORs at endline versus none at baseline; and very positive achievement in indicator 4.3c on UN coordination with the establishment of UNN-NFS formalized in January 2016.
49. There was no progress towards outcome 4 ***Increased effectiveness and accountability***, which is assessed in REACH M&E through three indicators, that track the establishment of mechanisms to: consolidate and analyse food and nutrition security impact data across sectors implemented and updated (<3 years old); track the

²⁷ REACH Myanmar. 2016. Inventory of UN Nutrition Actions – a Summary of the Findings - Myanmar

²⁸ REACH Myanmar. 2016. Nutrition Retreat Report

http://mm.one.un.org/content/dam/unct/myanmar/docs/unct_mm_%20Network%20for%20Nutrition%20and%20Food%20Security_%20Retreat%20Report%20May%2031%202016.pdf

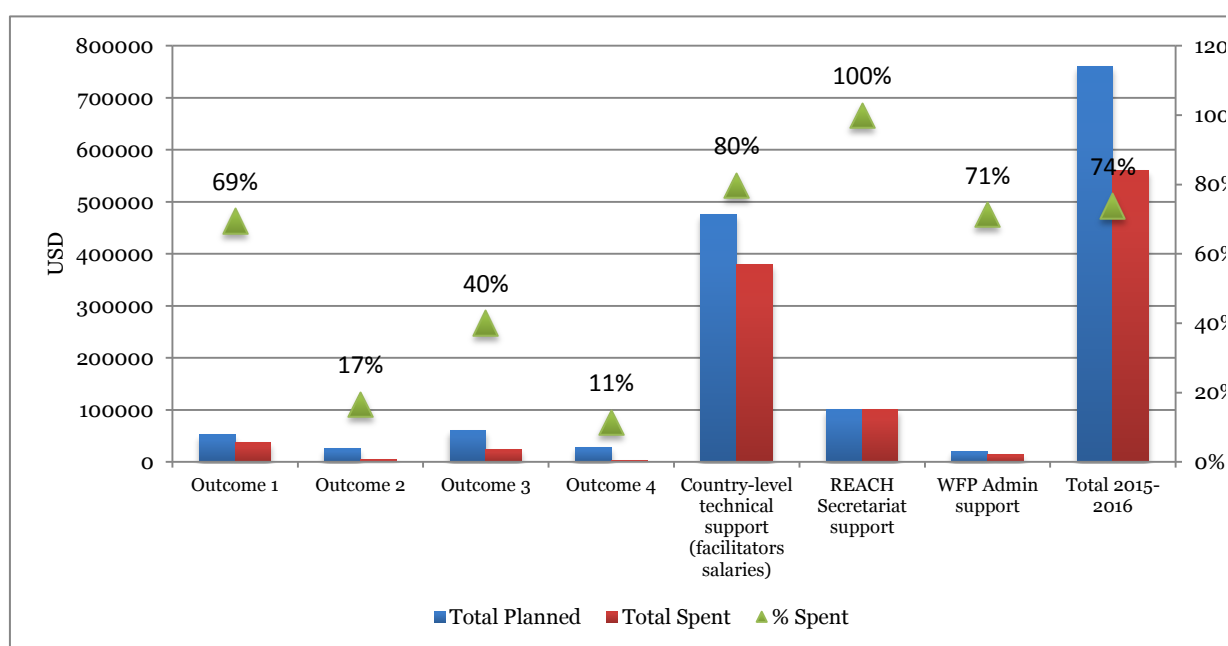
implementation and funding of the national nutrition plan as it was not yet opportune to undertake relevant actions, as a multi-sectoral plan is not yet in place.

Efficiency

50. Rate of budgetary implementation and timeliness of planned deliverables. One particular feature of Myanmar is that NPT is the administrative capital whilst embassies and UN agencies are based in Yangon. Frequent travel of the facilitators to NPT was therefore necessary for all outcomes to ensure continued consultation with Government in particular NNC in various activities and keeping them regularly informed on progress.

51. Data on expenditures cover the period January 2015 - end June 2017. For the period 2015-2016, 74 percent of the planned budget was utilized. Overall, the budget was underspent, partly due to the late start of activities in August 2015 when the international facilitator took up her functions. The highest rate of budgetary execution is noted for outcome 1 (69 percent); expenditures in 2016-17 covered frequent travel to NPT for meetings with Government, workshop expenses and consultancy costs. In 2016, the salary of the advocacy consultant, who became national facilitator in 2017, was covered under the activity “Develop national advocacy and communications strategy” (output 1.4). The planned budget for outcome 1 in 2017 includes the development of a national advocacy and communications strategy, support for the elaboration of advocacy briefs and materials leading to the development of a common narrative on nutrition, and conducting Parliamentary advocacy sessions.

Figure 3: Budgetary implementation January 2015 - December 2016



Source: REACH. Expenditures Tracking for Myanmar Excel Sheet

52. Under outcome 3, knowledge-sharing expenditures in 2015 covered travel to attend the SUN Global Gathering and the SUN Business Network Asia Regional Workshop, and in 2016 travel to attend international meetings (e.g., REACH annual gathering and public finance for nutrition), a knowledge-sharing seminar, and facilitators training on advocacy. The bulk of the budget under outcome 4 was foreseen for output 4.1 putting in place a multi-sectoral M&E system for which no work could be initiated until the

finalisation and endorsement of a multi-sectoral plan. A small budget of USD 2 500 was foreseen for the development of the UN Strategy/Agenda under output 4.3 Joint UN Effectiveness; minor expenses were incurred for meetings-related costs (e.g., meals and materials).

53. Reasons for not delivering on some outputs or delays in implementation vis-à-vis annual work plans are discussed under section 2.2. Evaluation Question 2 - What are the explanatory/contributing factors explaining results? A comparison of planned expenditures with actual disbursements is not possible, as the planned budget is not broken down by specific type of expenditure such as consultancy, travel, etc. The brief descriptions of expenditures provided in the financial tracking sheet are altogether coherent with accomplished deliverables and processes leading to them. There was no problem reported concerning the timeliness of funds requisition and release.

Equity

54. Gender-related commitments in the CIP include: 1) 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; 2) breaking down indicators by sex and analysis of data with a gender perspective; 3) strengthening the capacities of women's organizations and advocating for women to be represented in the different coordination mechanisms at all levels; and 4) ensuring that messages disseminated by the different partners/channels at all levels are gender sensitive.²⁹ These were not explicitly reflected in REACH annual work plans. Nevertheless, the international facilitator was proactive in ensuring that gender was prominently advocated for in UN nutrition work (gender included as a reporting item in the facilitators' monthly activity reports). She established contacts with various key stakeholders such as UN Women and the United Nations Population Fund (UNFPA) very early on and participated in/contributed to various gender-related events such as the one on gender and nutrition in agriculture in NPT in December 2015 and in the Gender Equality Focus Group for the UNDAF Situation Analysis in 2016.
55. As to analysis of relevant indicators with a gender perspective (the second commitment included in the CIP), gender was duly addressed in the multi-sector and multi-stakeholder stocktaking package of activities:
- The MNO mentions women's empowerment among basic causes at societal level (slide 4); some slides provide information on the nutritional status of women (e.g., anaemia).
 - The situation analysis dashboard includes relevant indicators as per REACH facilitators' manual guidance, which does call for a "gender-sensitive situation analysis dashboard"; females that completed at least primary school; female literacy rate; women ages 20-49 years old, with first birth at 15 years; women's intra-household decision-making power.
 - CNA: 9 out of 20 CNAs target or prioritize women; namely 2 out of 6 nutrition-specific CNAs and 7 out of 14 nutrition-sensitive CNAs (e.g. under disease prevention and management, WASH, food and agriculture, and rural development).

²⁹ REACH. 2015. REACH in Myanmar – Country Implementation Plan (CIP)

- SUN-PMT: key target groups defined as the group most likely to have the greatest impact on nutrition outcomes for women and children.
- PPO: 2013-2022 plan for the advancement of women is included.

Key findings – Question 1 on performance

Effectiveness

- REACH facilitation processes perceived as equally as important as the intended result because of their contribution to awareness raising about/advocacy for nutrition as a multi-sectoral issue; but need for prioritising and rationalising the number of meetings convened by REACH
- Consensus on CNAs and multi-sector and multi-stakeholder stocktaking (MNO, SUN-PMT and PPO) finalized through a long multi-phased process involving extensive back and forth consultations with/between all stakeholders under NNC leadership
- Multi-sector and multi-stakeholder stocktaking deliverables to be officially disseminated at a high-level nutrition event now tentatively rescheduled for August 2017 to coincide with the yearly nutrition promotion month
- Substantive contributions of REACH facilitators to the drafting of MNAPFNS
- Broad-based UNN-NFS established with 9 members (4 REACH partner agencies, UNFPA, UN Women, UNOPS (LIFT, 3MDG), UNDP, the World Bank).
- Inventory of UN nutrition actions undertaken for 5 UN agencies yielding useful programmatic findings: weak convergence of UN support in terms of geographic focus
- UNN retreat organized and facilitated by REACH with UNN/REACH Secretariat support in May 2016, but no common nutrition agenda developed yet

Efficiency

- Overall under-spending due partly to the late start of activities (international facilitator taking up her functions mid-August 2015) and exogenous factors (discussed under following section)
- Among four outcomes: highest rate of budgetary execution for outcome 1 Increased awareness and consensus of stakeholders on the nutrition situation

Equity

- CIP gender-related expected results not explicitly reflected in annual work plans but gender kept on the agenda of facilitators
- Proactivity of facilitators in engaging with key stakeholders (e.g. UN Women and UNFPA)
- Gender duly addressed in REACH multi-sector and multi-stakeholder stocktaking package of analytical activities

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

Exogenous factors

56. Following the general elections held on 8 November 2015 with NLD winning the absolute majority of seats in both chambers of the national parliament and a transitional period of nearly five months, the new administration took power at a formal handover ceremony on 30 March 2016. During this entire “actively waiting” period, there was lack of clarity as to the official status of various development policy frameworks;³⁰ work launched by the previous government on nutrition

³⁰ MIMU. 2016. Myanmar Monitoring Profile – October 2016

governance (policies, strategies and coordination mechanism) was halted and so were relevant REACH activities.

57. In parallel resurgence of tensions/conflicts in Rakhine, Kachin and Northern Shan states have led to degradation of the humanitarian situation. Flooding also caused heavy damage and displacement in 2015 with nearly one million people affected across the country and in 2016, heavy monsoon flooding temporarily displaced roughly half a million people in 11 states and regions.³¹ In 2015 and 2016, the focus of UN agencies and other stakeholders was hence on alleviating humanitarian needs and building resilience of affected populations. Whilst recognizing the need to address governance issues, several interviewees mentioned that their focus was on peace building and supporting emergency preparedness and response.
58. The positioning of the SUN Focal Point (Director General, Department of Public Health) and a SUN Technical Focal Point (Director, NNC) in MOHS has led to a tendency for nutrition to be perceived as a health-led issue and negatively affected the engagement of other sectors. Although MOHS sent an official letter to the other ministries requesting dedicated Focal Points for the Stocktaking exercise (for collecting, submitting and reviewing data and for attending stocktaking meetings), there were frequent changes in focal points of some sector ministries attending the meetings. This affected the steadiness of dialogue and efficacy of these meetings by delaying progress in moving the subjects under discussion forward and relevant decision-making.
59. High-level government commitment to nutrition reaffirmed by the State Counsellor in January 2017 (see paragraph 40) gave new impetus to nutrition governance-related work as she called for MOHS to convene regular meetings to continue to discuss coordination on nutrition.³²
60. The establishment of the Development Assistance Coordination Unit (DACU) has reinforced government ownership, leadership and guidance with regard to development of coordination and alignment of partners with the country's development priorities. More clarity on leadership on nutrition governance has recently emerged with the establishment of 10 Sector Coordination Groups (SCG) including a Nutrition SCG to be led by the MOHS. "Guidelines for Sector Coordination Groups" were released by DACU on 26 July 2017.³³

REACH governance, facilitators' hosting arrangements and funding

61. Progress in 2015 was compromised by the delayed start of the international facilitator (August 2015 due to availability and logistical constraints). Whilst the first national facilitator did not meet expectations, the competence and networking/communication capabilities of the current national facilitator were widely acknowledged as being key to successful facilitation and progress achieved so far.
62. On the administrative side, WFP's support has been adequate (e.g., timely procurement for annual nutrition promotion month). The earlier than planned departure of the international facilitator posed challenges in view of the workload and deadlines of the nutrition stocktaking activities that were in progress. The choice of recruiting a programme assistant with a mix of administrative and technical support functions was a good solution.

³¹ <http://reliefweb.int/disaster/fl-2016-000058-mm>

³² <http://www.lift-fund.org/news/state-counsellor-chairs-first-national-coordination-meeting-nutrition>

³³ http://themimu.info/sites/themimu.info/files/documents/Core_Doc_Operation_Guidelines_DACU-FERD_26Jul2017_ENG.pdf

63. In the period before the international facilitator took up her functions, the UNN/REACH Secretariat provided remote support to UN agencies and backstopping to the intern based in Yangon (May to August 2015) who started the PPO and the UN inventory. Support provided by the Secretariat through guidance material, country visits, monthly facilitation calls and other *ad hoc* advice requested by the facilitators or by members of the CC was generally considered to be very helpful (see Annex 8).
64. Anchorage of the facilitators in WFP was perceived by some as a cause of confusion as to the role and focus of REACH: is REACH about facilitation within the UN system, or between the UN system and Government or within different Government sectors?

REACH partners' commitment

65. During the first few months of her taking up her duties, the international facilitator proceeded with a participatory adaptation of the CIP to the context and its alignment with the mandates/priorities of UN agencies and sector ministries (respective columns added in yearly work plans). This was well perceived by UN agencies: participants in a UNN meeting in October 2015 agreed that the "REACH CIP could be considered as the embryonic UN Nutrition Network Work Plan".³⁴ Nevertheless, UN agency staff availability and interest in joint work facilitated by REACH were uneven as evidenced by irregular attendance at UNN meetings and some agencies' one-on-one support on nutrition governance to one or the other ministry.
66. There was a big confusion and fragmentation among agencies and Government mainly on ZHC and SUN (as discussed under paragraph 32). WFP's strategic review of Myanmar is another example of the need for alignment between agencies' initiatives and more clarity and transparency within the UN System and with Government. WFP's review had seemingly objectives with REACH particularly the analytic part, namely: analysing the food security and nutrition situation of the country; evaluating the policy and programmatic responses aimed at improving food security and nutrition; identifying the gaps and providing key recommendations to all stakeholders for consideration and action.^{35 36} An additional problem arose in relation to a national consultant recruited by UNICEF upon the request of the SUN focal and NNC before REACH international facilitator arrived. When the REACH international facilitator took up her functions, it was agreed that the national consultant and international facilitator would collaborate and complement each other in support of SUN. This approach was welcome by all parties as the international facilitator was new and the Government was keen on having a national consultant they knew and trusted. Unfortunately their collaboration did not go smoothly stemming mainly from personality issues, and the UNN intervened to clarify roles and responsibilities. This points to the need for international facilitators to be flexible and adapt their expectations, communication and work style to sensitive sociocultural contexts.

Key findings – Question 2 on factors having affected performance

Negative impact on REACH performance:

- Stalling of strategic work on nutrition governance due to the political situation - long transition period with change of leadership in Government to NLD

³⁴ REACH Myanmar. 2015. UN Nutrition Network/UN REACH Myanmar – Technical Leads Monthly Meeting Notes – October 6

³⁵ Goossens-Allen T. 2016. REACH Secretariat Mission Report to Myanmar 30 May-4 June 2016

³⁶ <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp286746.pdf>

- Positioning of the SUN Focal Point in MOHS leading to nutrition being perceived as a health-led issue affecting the extent and regularity of engagement of other sectors
- Uneven support from UN partner agencies
- Parallel one-on-one support to nutrition governance

Enabling factors:

- New impetus to nutrition governance-related work early 2017 following high-level government commitment to nutrition reaffirmed by the State Counsellor
- More clarity on national processes and leadership through the establishment of a Nutrition Sector Group to be led by MOHS
- Quality and timeliness of UNN/REACH Secretariat support: remotely in the period before the international facilitator took up her functions and throughout
- Networking and communication capabilities notably of national facilitator
- WFP's administrative support (e.g., prompt and timely procurement for annual nutrition promotion month)
- Programme assistant (mix of administrative and technical support) a good solution

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

67. Although relevance is not part of the evaluation criteria retained in the evaluation TORs, examining the alignment of proposed outcomes, outputs and deliverables with national priorities and identified gaps cannot be set aside as these elements are key to sustainability. Overall REACH proposed outcomes are aligned with identified gaps. However, planning for 2016 was ambitious; within one year, the following were to be undertaken (initiated or completed): outcome 1 - awareness raising and consensus building: all deliverables (i.e. stocktaking); outcome 2 - policies: NPAFN finalisation and CNAs included in annual sectoral work plans; and outcome 3 - capacity building: capacity gap assessment on functional capacities for the different sectors and levels concerned.³⁷ There was overall agreement that REACH timeframe of two to three years is clearly insufficient.
68. In the REACH M&E framework, deliverables such as the multi-sectoral nutrition overview and stakeholder and nutrition action mapping are considered successfully achieved if they have been produced and shared (indicators 1.1a and 1.1b). Other relevant parameters to assess their sustainability could be: whether the elaboration process enabled skill transfer, whether deliverables were officially validated and disseminated, and, depending on the timing of the endline data collection vis-à-vis completion of these deliverables, whether they have been/will be used for their intended purpose (e.g., as a planning tool) and whether their update has been integrated into the national system or UN common strategy. As discussed under effectiveness (section 2.1), the stocktaking activities have been undertaken under the leadership of NNC; coaching and mentoring of REACH facilitators and UNN/REACH Secretariat staff promoted skill and knowledge transfer to focal points in sector ministries. Official endorsement has been sought and dissemination at a high-level nutrition event was planned by REACH, but the latter has been delayed by NNC (no reason was given). Most national counterparts confirmed the usefulness of REACH tools for their work but indicated lingering difficulties in their usage, and the need for more capacity building. Overall, the potential for sustainability is there but it is premature at this stage to draw definitive conclusions on the sustainability of REACH stocktaking deliverables.

³⁷ REACH Myanmar. 2016. Work Plan CIP Myanmar for 2016.

69. REACH draft transition plan (January 2017), does not include tangible steps for phasing-over REACH functions to the UNN-NFS. WFP is seeking funding for a one-year extension of the national facilitator. The extension of REACH engagement with GAC funding until June 2018 (confirmation in progress), which the evaluator mentioned during interviews and the debriefing session, met with a positive response from stakeholders; this indicates a positive perception of stakeholders about the added value of REACH in strengthening nutrition governance.
70. REACH draft transition plan is ambitious and includes a too wide a range of results and outputs.²³ For 2018 and beyond, the transition plan proposed the following: 1) finalising a fully costed multi-sectoral nutrition action plan; 2) supporting coordination, planning, and M&E capacity of the nutrition multi-sectoral coordination mechanism; 3) developing a dashboard for monitoring of key impact and coverage indicators at national and sub-national levels, as well as for the different sectors working in nutrition and food security; 4) completing a situation analysis and stakeholder mapping in several States/Regions; 5) integrating CNAs into annual State/Regional sectoral plans; 6) continuing a joint urban nutrition/poverty programme (Yangon), and initiating in other urban centres; 7) resourcing and implementing the national nutrition advocacy plan; and 8) ensuring equity is prioritized throughout, in line with “leave no-one behind” aim of the Sustainable Development Goals (SDG) agenda. The transition plan, which is a living document, needs to be reviewed/agreed by agencies’ focal points and then endorsed by the REACH CC based on needs and capacities.
71. Several stakeholders pointed to the need for prioritisation of REACH support and for fine-tuning the sequencing of outputs vis-à-vis the context.

Key findings – Question 3 on sustainability

- Overall adequacy of planned outcomes and outputs vis-à-vis national priorities and identified gaps
- Government ownership/leadership and active participation in the stocktaking package of deliverables is very promising to sustainability (postponement of high-level event a drawback)
- Most national counterparts confirmed the usefulness of REACH tools for their work but indicated lingering difficulties in their usage and hence the need for capacity building
- Overall agreement on the need for longer “neutral and dedicated” facilitation particularly for coordination (current two/three years timeframe clearly insufficient)
- WFP mobilising funds to maintain national facilitator function beyond GAC funding
- REACH transition plan in progress; no clarity yet for phasing-over REACH functions to the UNN-NFS

3. Conclusions and Recommendations

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

3.1. Overall Assessment/Conclusions

73. **Overall assessment.** REACH CIP for Myanmar was ambitious and strived at too far-reaching outcomes given the political, policy and humanitarian context. Despite a

prioritisation of outputs and the more realistic planning of outputs and deliverables through a revision of the CIP by the international facilitator in consultation with UN REACH partner agencies and through annual work plans, progress was slow and remained below set targets. Several interviewees noted that REACH processes were equally as important as the end result as they acted as advocacy for nutrition as a multi-sectoral issue. Notwithstanding the difficult environment and limited duration, REACH has hence been successful in promoting/facilitating a new approach to governance of a multi-stakeholder issue.

74. **Effectiveness.** Under outcome 1: national nutrition stocktaking, which was launched in June 2016 using the REACH portfolio of tools, under the leadership of MOHS/SUN Government Focal Point in collaboration with four ministries (MOALI, MOSWRR, MOFP and MOE), was completed in May-June 2017. Following validation by NNC (underway), official dissemination of the results is planned at a high-level nutrition event (initially planned for June 2017). Data availability, reliability and representativeness posed challenges for the stakeholder and nutrition action mapping. Many stakeholders reported difficulties using the SUNPMT tool and stressed that caution is warranted with respect to the interpretation and use of that data. Despite these concerns, there was recognition that this exercise contributed to raising awareness about information gaps and for the need to strengthening sectoral information systems and capacity building of sector focal points.
75. Under outcome 2 REACH provided substantial contributions to the MNAPFNS. However the new government did not endorse the document. REACH support to policy formulation is expected to continue as the new government requested stakeholders to assist in the review of the MNAPFNS and NPAFN in order to develop and cost a new national multi-sectoral action plan on nutrition.
76. Under outcome 3, progress on REACH support to strengthening multi-sector coordination was limited. The positioning of the SUN Focal Point in MOHS has led to a tendency for nutrition to be perceived as a health-led issue and negatively affected the engagement of other sectors.
77. Under outcome 4, REACH has concentrated its efforts on output 4.3 Joint UN Effectiveness. The UNN-NFS was formalized in 2016 and includes 9 members (four REACH partner agencies, UNFPA, UN Women, UNOPS (LIFT, 3MDG), UNDP, the World Bank). The UN Nutrition Inventory was completed in 2016 with contributions from 5 UN agencies (FAO, UNFPA, UNICEF, WFP, WHO). The results were shared during a UN nutrition retreat organized in 2016, which brought together 55 participants from 6 UN agencies. A UN Nutrition Strategy/Agenda is yet to be developed.
78. **Efficiency.** For the period 2015-2016, 74 percent of the planned budget was utilized. One particular feature of Myanmar is that frequent travel of the facilitators to NPT, the administrative capital, was necessary for all outcomes to ensure continued consultation with Government and keeping them regularly informed on progress. The highest rate of budgetary execution is noted for outcome 1 (69 percent) and the lowest for outcome 4 (11 percent). The bulk of the budget under the latter was foreseen for putting in place a multi-sectoral M&E system for which no work could be initiated until the finalisation and endorsement of a multi-sectoral plan.
79. **Equity.** Gender-related commitments in the CIP were not explicitly reflected in REACH annual work plans. Nevertheless, REACH facilitators were proactive in ensuring that gender issues were regularly addressed (gender included as a reporting

item in the facilitators' monthly activity reports). Thanks to REACH advocacy, UN Women and UNFPA are members of the UNN-NFS. Gender was duly addressed in the stocktaking package of activities (CNAs, MNO, situation analysis dashboard, stakeholder and nutrition action mapping and PPO) and in REACH support to policy frameworks, namely the MNAPFNS.

80. **Factors affecting performance.** During the long political transition period there was lack of clarity as to the official status of various development policy frameworks; work launched by the previous government on nutrition governance (policies, strategies and coordination mechanism) was halted and so were relevant REACH activities. In the political transition period, REACH made the right decision to focus its activities during the first few months on building UN coherence, putting nutrition on the radar and establishing trust relationships with NNC and MOALI.
81. The high-level government commitment to nutrition reaffirmed by the State Counsellor in January 2017 gave new impetus to nutrition governance-related work as she called for MOHS to convene regular meetings to continue to discuss coordination on nutrition. More clarity on leadership on nutrition governance has also recently emerged with the establishment of 10 SCGs including a Nutrition SCG to be led by the MOHS (Guidelines for Sector Coordination Groups released by DACU on 26 July 2017).
82. **Sustainability.** The stocktaking activities have been undertaken under the leadership of NNC; coaching and mentoring of REACH facilitators and UNN/REACH Secretariat staff promoted skill and knowledge transfer to focal points in sector ministries, though the need for more capacity building was underlined. Overall, the potential for sustainability is there but it is premature at this stage to draw definitive conclusions on the sustainability of REACH stocktaking deliverables. REACH draft transition plan (January 2017), does not include tangible steps for phasing-over REACH functions to the UNN-NFS. WFP is seeking funding for a one-year extension of the national facilitator. The extension of REACH engagement with GAC funding until June 2018 (confirmation in progress), met with a positive response from stakeholders; this indicates a positive perception of stakeholders about the added value of REACH in strengthening nutrition governance. There was overall agreement that a two-year timeframe is too short in view of the complexity of nutrition governance in general and more specifically within the Myanmar context.

3.2. Lessons Learned and Good Practices

83. The international facilitator rightly endeavoured to revise the CIP, reformulating/adapting/prioritizing outputs and activities in line with the priorities of NNC (acting as technical Secretariat to the SUN Focal Point). This was done in close consultation with REACH partner agencies and was indeed necessary for the following reasons: 1) it is difficult to fully capture the nutrition governance situation (government priorities as well as current and planned one-on-one support activities of partner agencies) in the short time duration of an exploratory mission; and 2) the situation evolved during the time lag between the CIP finalization and the start of REACH engagement in the country (long political transition period with changing priorities; new one-on-one nutrition-related governance initiatives supported by different agencies and donors). The main challenge in this endeavour is to comply with the initial CIP in view of accountability to the GAC (the initial CIP being the officially approved document) while adapting it to the country's evolving context. Participatory revision of the CIP and its adaptation to evolving context can foster government leadership and agencies ownership.

3.3. Recommendations

84. Based on the findings and conclusions of this evaluation, the recommendations of the evaluator are outlined below. The first two recommendations concern Myanmar. The other three concern future REACH engagement in other countries. These will be further refined and expanded in the final synthesis report of this evaluation, building on the findings, conclusions, lessons learned and good practices drawn from the five countries' evaluations.

85. Recommendation 1 – **Priority areas for the remaining period of engagement of REACH in Myanmar**

REACH draft transition plan should be reviewed and endorsed by the REACH CC. The choice of priority areas for REACH for the remaining months of 2017 until end of June 2018 should be a bottom-up country-led participatory and consensual process guided by the recent decisions of the Government regarding the establishment of the Nutrition SCG. The choice of activities should seek complementarity with one-on-one technical support provided by the UN partner agencies (e.g., WHO's support to the review and update of the nutrition policy requested by NNC). Areas of focus proposed during individual interviews and during the discussion that followed the debriefing session, include: advocacy and communication strategy (UN as well as one accompanying the MNAPFNS) and finalization of a prioritized and budgeted multi-sector nutrition plan.

- Responsibility: Myanmar REACH CC with the support of UNN/REACH Secretariat
- Timeframe: Immediately

86. Recommendation 2 – **Roadmap for Nutrition Stocktaking as an action-oriented tool**

The multi-sector and multi-stakeholder stocktaking is not an event at a single point in time but a process as a basis for cohesive and regular planning. The Multi-sectoral Nutrition Overview should be updated when new survey data are released. The next step of Policy and Plan Overview should be to determine where nutrition can and should be integrated into policies and plans. The next round of the Stakeholder and Nutrition Action Mapping should be to map CNAs at a lower geographic level in order to have greater detail about the geographic and beneficiary coverage.

A roadmap for these updates should be included in the booklet summarizing the results of the multi-sector and multi-stakeholder stocktaking in Myanmar (under preparation for its release after its validation by Government).

- Responsibility: REACH facilitator and UNN-NFS
- Timeframe: Immediately

87. Recommendation 3 – **Guidance on Stakeholder and Nutrition Action Mapping**

The stakeholders and nutrition action mapping tool should be updated drawing on lessons learned (difficulties encountered by stakeholders in its use and challenges in terms of data availability/reliability) and guidance provided on how to update and use it as a planning tool at national and sub-national levels.

- Responsibility: UNN/REACH Secretariat
- Timeframe: First-Second quarter 2018

88. Recommendation 4 – **REACH logical framework and M&E system**

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

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

89. Recommendation 5 - **REACH design stages**

Based on lessons learned from generation 1 and 2 countries as well as from other more recent countries funded by Irish Aid for which different processes have been applied (i.e., no CIP, only work plan): refine the design stages of REACH engagement by adopting a transparent process that ensures: coherence with national context, coherence and complementarity with UN agencies mandates and in-country programmes (with particular attention to nutrition governance-related one-on-one on-going/planned support), and buy-in from all concerned partners (Government and UN):

- Desk review of the nutrition governance situation as it relates to REACH outcomes along a set of well-defined parameters and criteria.
- A three-stage longer design process:
 - Scoping mission to validate findings through extensive consultations with Government and UN agencies;
 - Development of a “REACH Multi-year Indicative Programme” MIP (in lieu of/less prescriptive than the current CIP) detailing specific objectives and highlighting a number of focal areas to be decided and sequenced based on evolving context; and
 - Validation of REACH MIP at a government-led multi-stakeholders workshop.
- Responsibility: UNN/REACH Secretariat
- Timeframe: As of first quarter of 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 change³⁸ which envisages that the nutrition of children under 5 and women can be enhanced if country-level nutrition governance is improved³⁹. It also assumes that improved nutrition governance requires progress towards increased awareness and stakeholder consensus, strengthened national policies and programmes, increased human and institutional capacity, and increased effectiveness and accountability. After three pilot countries started in 2008, the REACH Memorandum of Understanding (MOU) was signed by the initiating partners in December 2011 and REACH was fully operational by 2012. In March 2015, the initiating partners agreed to extend REACH through a re-validated MOU with WFP remaining as designated host agency. It was also confirmed that REACH serve as the secretariat for the UN Network for SUN (UNN), previously co-facilitated with the UN Standing Committee for Nutrition.

2. Reasons for the Evaluation

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

2.1. Rationale

5. Monitoring and evaluation is a high priority for REACH in order to build understanding of its effect on improving nutrition governance and ultimately nutrition outcomes in participating countries; for knowledge sharing and learning

³⁸ Please see annex 1 for the full theory of change.

³⁹ Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume I Evaluation Report. Oxford: Mokoro Ltd, October 2015.

across REACH countries and with other stakeholders. Since nutrition governance must be tailored to each unique situation and is led by government, lesson learning and knowledge sharing are strongly linked to REACH's goal achievement and has, therefore, been a high priority. The evaluation aims to address aspects that cannot be understood through routine monitoring, in particular the extent to which REACH's outcomes have been achieved, factors affecting REACH outcome achievement and a comparison of country experiences in REACH implementation.

6. An independent external evaluation⁴⁰ (IEC) of REACH, covering the period 2011 to 2015, was conducted in eight generation 1 countries that were funded by the Canadian government⁴¹. Serving the dual purpose of accountability and learning, it assessed REACH's relevance and appropriateness, performance, the factors explaining results, and sustainability. A summary of the findings can be found in Annex 2. In 2014, Global Affairs Canada (GAC) funded four additional REACH generation 2 countries (Burkina Faso, Myanmar, Haiti and Senegal) and provided additional funding to Mali. The generation 2 countries were not part of the IEC given the short implementation time at the time of the evaluation. However, as per the donor agreement, each country is expected to have an external evaluation linked to their Country Implementation Plans (CIP). As funding for these countries will terminate at the end of 2017, this end-term evaluation will focus on these four countries and Mali. The evaluation is timed so as to allow country visits to be undertaken while all facilitators are still in country.
7. The findings and recommendations of the evaluation will inform the UNN/REACH Secretariat and participating countries of progress and effects and enable them to understand how their own experiences compare to those of other countries. This is important information to improve current and future programmes. The findings of this evaluation will likewise provide evidence on which the Canadian government, and other donors can make a decision about future funding.

2.2. Objectives

8. The evaluation will address the dual and mutually reinforcing objectives of accountability and learning.
 - **Accountability** – The evaluation will assess and report on the performance and results of REACH in 5 GAC-funded countries. A management response to the evaluation recommendations will be prepared by the UNN/REACH Secretariat to document the level of agreement with the recommendations and the steps to be taken to address the recommendations; and
 - **Learning** – The evaluation will determine the reasons why certain results occurred or not to draw lessons, derive good practices and pointers for learning. It will enable learning of particular countries, especially through the case studies, as well as highlight lessons learned across countries. The evaluation will also provide evidence-based findings to inform REACH's future operational and strategic decision-making. Findings will be actively disseminated and lessons will be incorporated into relevant lesson sharing systems.
9. The evaluation will give equal weight to both accountability and learning.

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

⁴¹ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania

2.3. Stakeholders and Users

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

Table 1: Preliminary Stakeholders' analysis⁴²

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

⁴² This builds on the list of stakeholders identified during the 2015 evaluation of REACH.

Regional Nutrition Advisors (FAO, WFP, WHO and UNICEF) (IFAD does not have)	The regional nutrition leads do not play a direct role in REACH but may offer a regional and, therefore, a more external perspective of the impact of REACH at country level as key informants. They may be interested in the final evaluation report, as well as country studies if within their region, depending on how much exposure they have had to REACH.
EXTERNAL STAKEHOLDERS	
SUN (global and country level)	The role of REACH past, present and future is key to SUN, and therefore, the evaluation is of interest to SUN at country level (SUN government focal point) and the SUN Movement Secretariat (global). Both the SUN focal points (country level) and the Country Liaison Team at the SMS will act as key informants in the evaluation. SUN Focal Points and a representative of the Country Liaison Team are also members of the ERG.
Government Ministries (MoH, MoA and Food, Social Welfare, water etc. as relevant)	Government Ministries, in particular those involved in nutrition policy, practice and budgeting, are a key external partner to REACH (though the role will depend on the set up in country). They would be interested in lessons learned from REACH in their countries as well as others. They will act as key informants on experience to date of REACH as appropriate.
SUN Networks at country level	CSOs, donors and the private sector at country level are working within the context of the SUN networks, where these have been established and/or supported. As a service of the UNN, REACH facilitates harmonised and coordinated UN nutrition efforts. REACH in some countries is also supporting the functioning of other SUN networks. Members of the SUN networks at country level will be key informants.

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

11. The primary users of this evaluation will be:

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

3. Context and subject of the Evaluation

3.1. Context

12. In 2008 the Directors-General of FAO and WHO and the Executive Directors of UNICEF and WFP wrote a letter to Country Representatives recognizing undernutrition as a key component to malnutrition and health. The letter noted that the causes of undernutrition are preventable and linked undernutrition to overall economic and social development. The letter committed the agencies to developing a partnership called the Renewed Efforts Against Child Hunger and undernutrition (UN REACH) in an effort to strengthen the fight against undernutrition. IFAD later joined REACH in an advisory role. REACH was initially intended to help countries accelerate progress towards the Millennium Development Goal MDG1, Target 3 (to halve the proportion of underweight children under five globally by 2015) primarily through a public health oriented approach. This approach evolved over time to reflect an evolving broadened multi-sectoral approach which was articulated also in the 2013 Lancet Series⁴³.
13. REACH takes place in the context of other UN and global initiatives on nutrition. The SUN Movement was launched in 2010 and is currently active in 59 countries. With the governments of countries in the lead, it unites stakeholders from civil society, the UN, donors, businesses and academia in a collective effort (SUN Networks) to end malnutrition in all its forms. REACH is a country-centred, multi-sectoral approach to help strengthen national capacity for nutrition governance, which also includes support to all SUN Networks and other partner organisations to ensure effective engagement in multi-stakeholder processes and platforms.
14. In March 2015, the four principals of FAO, UNICEF, WFP and WHO agreed to extend REACH through a re-validated MOU and WFP remain the designated host agency. The principals also confirmed that REACH serve as the secretariat for the UNN, a role previously co-facilitated with UNSCN. The UNN supports the achievement of all Sustainable Development Goals (SDGs) and the Agenda 2030, with a specific focus on Goal 2, as endorsed by the United Nations Decade of Action on Nutrition (2016-2025). The UNN Strategy (2016-2020) further situates REACH within the UNN with tools, human resources and experiences that can be drawn upon, for support in response to assessed needs, where extra support is needed and where funding is available. UNNs are present in all SUN countries while REACH support is present in only a sub-set of SUN countries, depending on demand from national government and the UNN.

3.2. Subject of the evaluation⁴⁴

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.

⁴³ 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.

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

- 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.
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 frame⁴⁵ (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 countries⁴⁶. Building on those experiences, the Canadian International Development Agency (CIDA) funded REACH efforts in 2011

⁴⁵ 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.

⁴⁶ Laos and Mauritania in 2008 followed by Sierra Leone in 2010

in eight additional countries⁴⁷. In 2014, the Canadian Department of Foreign Affairs, Trade and Development (DFATD) signed a grant to provide funding to four generation 2 countries (Burkina Faso, Haiti, Myanmar and Senegal) and additional funding to Mali, a generation 1 country. Implementation began in mid-late 2014 (Burkina Faso and Senegal) and early-mid 2015 (Haiti and Myanmar). An overview of REACH resources to and country budgets can be found in Annex 5.

23. REACH has been successful in providing a unique, neutral facilitating and catalytic function at country level, resulting in it being recognized as SUN “boots on the ground” in the 2015 evaluation. It has been equally recognized for its quality tools and strong competent staff. Challenges with REACH have been with regards to building national ownership of the approach and its tools as well as UN agency participation, both of which have impacted the sustainability of efforts post-REACH. This appears less of a challenge for generation 2 countries following the establishment of UNN for SUN at country level and clarity around the role of REACH as a service of the UNN. REACH tools have also been fine-tuned and become much more embedded in the country nutrition governance process. Cumulative processes and learnings of REACH have helped accelerate progress in generation 2 countries. One remaining challenge for REACH is in mobilizing long-term funding to be able to implement the approach over a five year period, as recommended by the evaluation in 2015, and to be able to respond to country requests for support. REACH has, however, managed to diversify its donor base.

4. Evaluation Approach

4.1. Scope

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

4.2. Evaluation Criteria and Questions

26. **Evaluation Criteria** The evaluation will apply the international evaluation criteria of Effectiveness, Efficiency, and Sustainability. The evaluation will assess what has been achieved by REACH at country level and its overall performance and effectiveness in achieving its objectives and outcomes, which are to improve nutrition governance and management and, ultimately, improve nutrition in the five countries covered by the evaluation. The evaluation will focus on assessing changes at the outcome level using both quantitative and qualitative data. It will

⁴⁷ Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania, Uganda.

also assess REACH's efficiency and the extent to which REACH has been able to build sustainable nutrition governance and management mechanisms in the five countries including policies, systems and capacity. Impact will not be assessed as the length of the REACH implementation period has not been long enough to see changes at the impact level. The evaluation will not assess the relevance of REACH since this was assessed during the 2015 evaluation. This evaluation will include an assessment of gender and equity issues, which is particularly important considering that REACH aims to positively impact women and children.

27. **Evaluation Questions** Allied to the evaluation criteria, the evaluation will address the following key questions, which, collectively, aim at highlighting the key lessons and performance of REACH. The selected evaluation team will be expected to develop the exact questions during the Inception phase:

Question 1: Performance at the country level⁴⁸:

- 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.

⁴⁸ Mokoro 2015. Strategic Evaluation: Joint Evaluation of Renewed Efforts against Child Hunger and under-nutrition (REACH) 2011-2015: Volume II Annexes. Oxford: Mokoro Ltd, October 2015.

4.3. Data Availability

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

4.4. Methodology

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

implementing REACH. The sampling technique to impartially select stakeholders to be interviewed will be specified in the Inception Report;

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

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

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

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

4.5. Quality Assurance and Quality Assessment

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

37. DEQAS will be systematically applied to this evaluation. The WFP EM will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

38. WFP has developed a set of [Quality Assurance Checklists](#) for its decentralized evaluations. This includes Checklists for feedback on quality for each of the

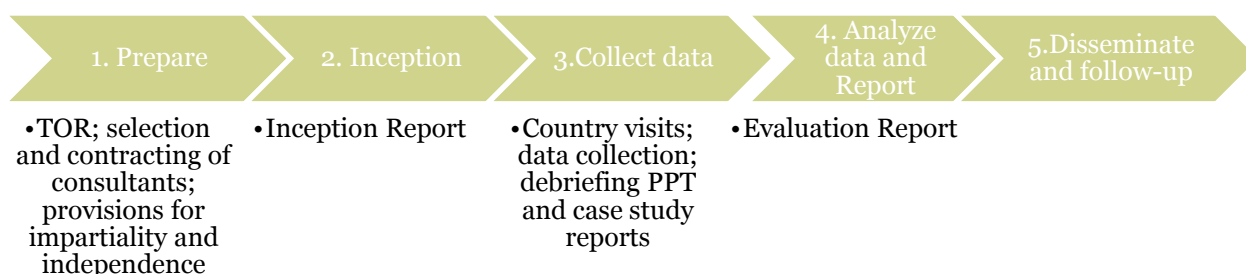
evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

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

5. Phases and Deliverables

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

Figure 1: Summary Process Map



45. During the **preparation phase**, the EM develops the evaluation TOR in line with procedures. The EM will support the contracting of consultants and prepare a

^[1] [UNEG 2016 Norms and Standards states](#) Norm #7 states "that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability"

document library and communication and learning plan. Deliverables: evaluation TOR, TORs for EC and ERG, document library, communication and learning plan.

46. During the **inception phase**, the EM will organise an orientation meeting and share relevant documents with the evaluation team for the desk review. The EM will help organise inception meetings (remote) with key stakeholders. The evaluation team will be responsible for drafting the inception report, including an evaluation matrix and stakeholder analysis. This will be shared with the outsource Quality Support Advisory service and updated accordingly by the EM before being shared with the ERG for comments. Final inception report will be submitted to the EC for approval. Deliverable: inception report.
47. To initiate the **data collection phase**, the EM will work with the evaluation team on a country visit agenda, including meetings, identifying stakeholders and providing administrative support as required. The evaluation team will undertake data collection as per the agreed agenda. At the end of the field work, the evaluation team will conduct a PPT debriefing based on data gathered and early analysis conducted. Deliverable: debriefing PPTs (one per country).
48. The **report phase** includes the analysis of data gathered and the drafting, review, finalisation and approval of the evaluation report. This phase is largely the responsibility of the evaluation team, with inputs from the EM, EC and ERG. The draft evaluation report will be shared with the outsource Quality Support Advisory service and updated by the EM before being reviewed by the ERG. A final evaluation report will be submitted to the EC for approval. Deliverable: final evaluation report.
49. During the **dissemination and follow up phase**, the EC will develop a management response to the evaluation recommendations. Both the evaluation report and the management response will be made publicly available by the EM. All stakeholders involved in the evaluation will be requested to disseminate the evaluation report. UNN/REACH Secretariat will prepare a Management Response and follow up on the status of implementation of the recommendations.
50. A more detailed evaluation schedule can be found in Annex 7.

6. Organization of the Evaluation

6.1. Evaluation Conduct

51. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with Tania Goossens, the Evaluation Manager. The team will be hired following agreement with WFP on its composition.
52. The evaluation team will not have been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. They will respect that people share information in confidence and inform participants of the score and limitations of confidentiality. Neither EC members nor staff implementing REACH will participate in meetings where their presence could bias the response of the stakeholders. Further, the evaluation team will act impartially and in an unbiased manner and respect the [code of conduct of the evaluation profession](#).

6.2. Team composition and competencies

53. The evaluation team is expected to include 4 members, including the team leader. The team leader will be international and will be joined by a regional consultant for

West Africa and a national or international consultant for Haiti (1) and Myanmar (1), respectively. To the extent possible, the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess gender dimensions as specified in the scope, approach and methodology sections of the TOR. At least one team member should have WFP experience.

54. The team will include members with expertise and practical knowledge in the following areas:

- Food security and nutrition issues and governance, policy and advocacy.
- Multi-sectoral nutrition programming at country level.
- Coordination mechanisms, multi-sectoral partnerships or leadership.
- Institutional change and capacity building.
- Gender expertise / good knowledge of gender issues
- All team members should have strong analytical and communication skills, evaluation experience and familiarity with the countries they are evaluating
- The team should have the appropriate language capacity (English, French).

55. The Team leader will have technical expertise in one of the areas listed above as well as in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including excellent English writing and presentation skills. The Team Leader should also have French language capacity.

56. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of field work (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.

57. The team members will bring together a complementary combination of technical expertise required and have a track record of written work on similar assignments.

58. Team members will: i) undertake documentary review; ii) conduct field work; iii) participate in relevant meetings including the debriefing; iv) draft and revise case studies for their respective countries; v) contribute to the final evaluation report.

6.3. Security Considerations

59. **Security clearance** where required is to be obtained for all travel:

- Consultants hired independently are covered by the UN Department of Safety & Security (UNDSS) system for UN personnel which cover WFP staff and consultants contracted directly by WFP. Independent consultants must obtain UNDSS security clearance for travelling to be obtained from designated duty station and complete the UN system's Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.⁴⁹

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

⁴⁹ Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>

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

7. Roles and Responsibilities of Stakeholders

61. The UNN/REACH Secretariat:

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

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

b- Evaluation Manager:

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

62. An internal Evaluation Committee has been formed as part of ensuring independence and impartiality. The EC is composed of key staff of the UNN/REACH Secretariat⁵⁰. 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 stakeholders⁵¹. 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

⁵⁰ A list of members can be found in Annex 6.

⁵¹ *idem*.

contacts with stakeholders; and help set up meetings. A detailed agenda will be presented by the evaluation team in the inception report.

66. **The Office of Evaluation (OEV).** OEV will advise the EM and provide support to the evaluation process where appropriate. It is responsible to provide access to independent quality support mechanisms reviewing draft inception and evaluation reports from an evaluation perspective.

8. Communication and budget

8.1. Communication

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

8.2. Budget

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

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

Annex 1 REACH Theory of Change

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

REACH Theory of Change



Annex 2 Conclusions and Recommendations of the Joint Evaluation of REACH 2011-2015⁵²

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.

⁵² 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 countries⁵³ 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.

⁵³ SUN covers 55 countries (<http://scalingupnutrition.org/sun-countries>).

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

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

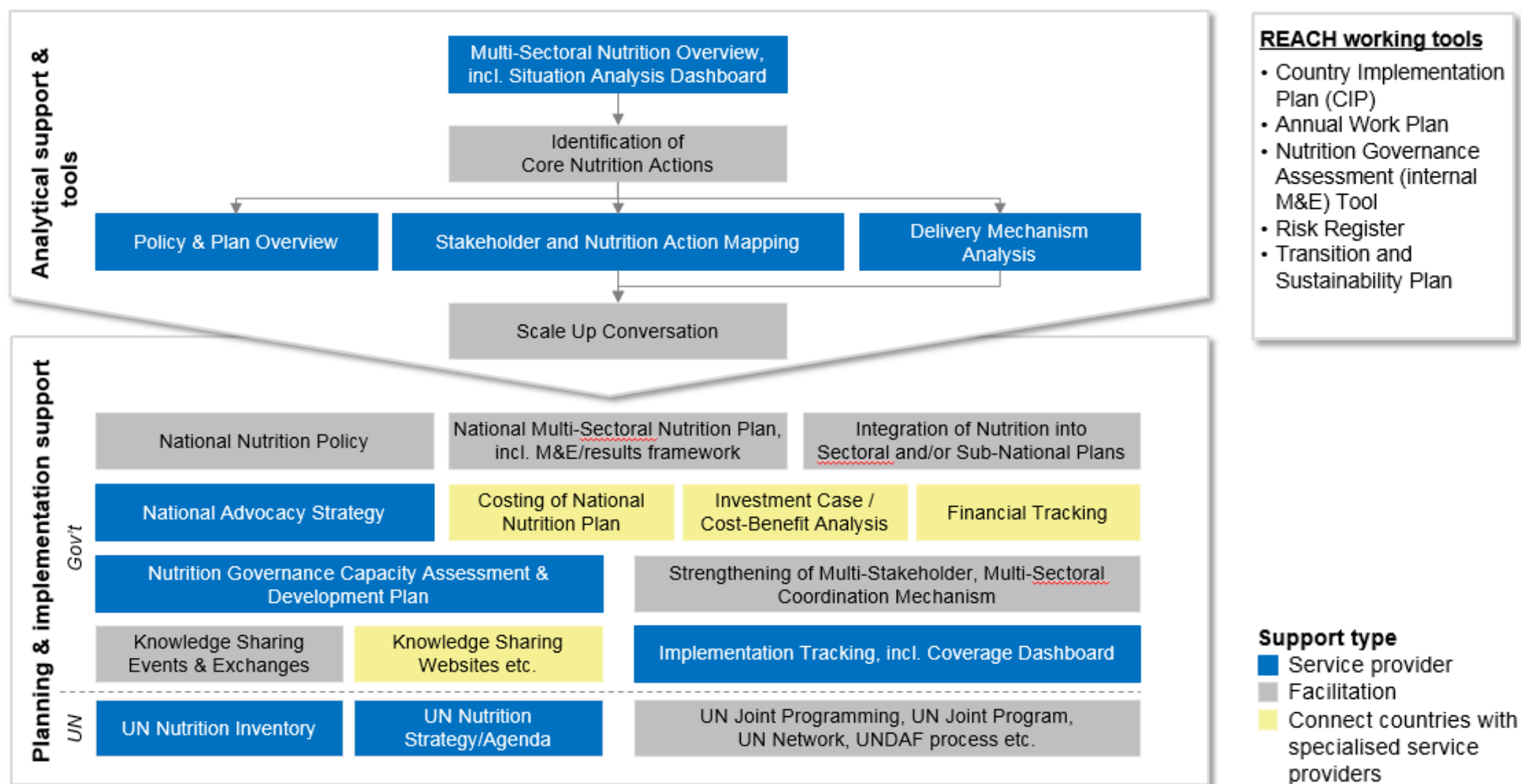
51. **Recommendation 6:** Participating UN agencies should sign a new MoU with stronger provisions that include strategic decision-making and accountability mechanisms at the most senior level of UN agencies; commitment to contributing funding to country-level REACH activities; and commitment to better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

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

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

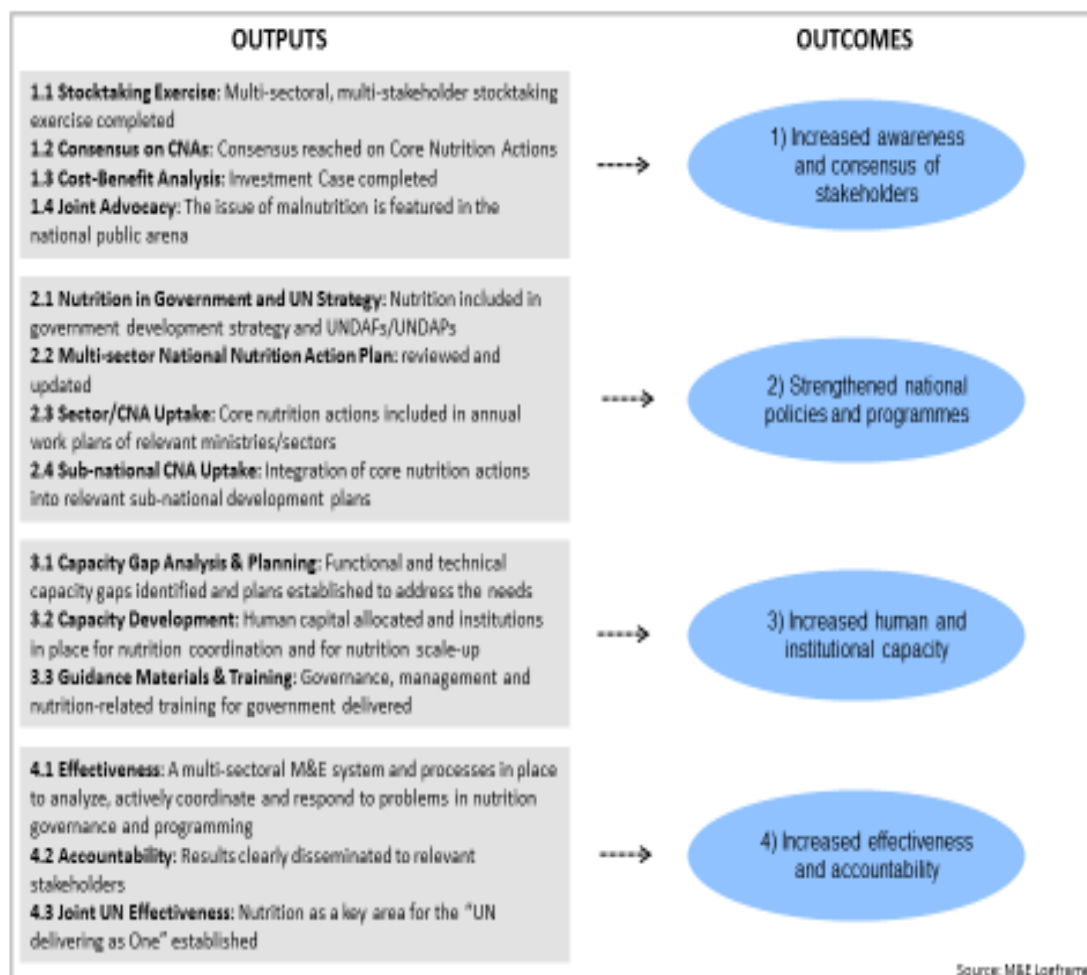
54. **Recommendation 8:** Country-level implementation of REACH should continue to be guided by CIPs and annual plans. However, CIP processes should be revised to ensure maximum leadership and buy-in from all stakeholders. CIPs should also adopt an approach to ensuring that equity and gender issues are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

Annex 3 REACH deliverables and tools



Annex 4 REACH Log frame

REACH activities are designed to produce various outputs



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

REACH active donor grants

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

Canada - 2. grant agreement

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

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

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

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

Evaluation Committee

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

Nicolas Bidault, UNN/REACH Secretariat

Tania Goossens, UNN/REACH Secretariat (Evaluation Manager)

Christine Wenzel, UNN/REACH Secretariat

Evaluation Reference Group

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

Anna Lartey, FAO

Victor Aguayo, UNICEF

Francesco Branca, WHO

Juliane Friedrich, IFAD

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

Maimouna Doudou, REACH Burkina Faso

Ousmane Ouedraogo, REACH Burkina Faso

Bertine Ouaro, SUN Focal Point Burkina Faso

Souleymane Diallo, REACH Mali

Amadou Fofana, REACH Mali

Dr Djibril Bagayoko, SUN Focal Point Mali

Sophie Cowppli-Bony, REACH Senegal

Aida Gadiaga, REACH Senegal

Abdoulaye Ka, SUN Focal Point Senegal

Agnes Solano, REACH Haiti

Marie-Mona Alexis, REACH Haiti

Dr. Joseline Marhone, SUN Focal Point Haiti

SanSanMyint, REACH Myanmar

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

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

Annex 7 Evaluation Schedule

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

Annex 8 Acronyms

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

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

Annex 2: Evaluation Matrix

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1. Performance at the country level					
Q1.1 Effectiveness: how effective has REACH been in achieving intended outcomes (as per respective CIP and annual work plans)? Note: the 5 th outcome as per UNN for SUN strategy 2016-2020 is embedded under Outcome 4	1.1.1 What progress has been made in delivering outputs and achieving REACH's four outcomes: a) Increased awareness and consensus b) Strengthened national policies and programmes c) Increased human and institutional capacity on nutrition d) Increased effectiveness and accountability 1.1.2 Was there any intended positive or negative outcome? 1.1.3 How did the realization of intended outcomes vary between countries? 1.1.4 Where was REACH most successful, where least and why?	Actual versus planned REACH outputs (what has been done): a) Stocktaking exercise; consensus on CNAs; cross-benefit analysis; joint advocacy b) Nutrition in government & UN strategy; multi-sector national nutrition action plan; sector/CNA update; sub-national CNA update c) Capacity gap analysis & planning; capacity development; guidance materials & training d) Multi-sector M&E; accountability; joint UN effectiveness Stakeholders perceptions about the quality and timeliness of REACH support to the above and about the relevance of these outputs vis-à-vis national priorities Intended outcomes versus actual outcomes (endline compared to baseline data)	Stakeholders interviews REACH Secretariat REACH CC UNN Chairs ⁵⁴ 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 endline data; meetings and workshop reports) National policy and strategy documents	Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings

⁵⁴ UNN Chair may be the representative of one of the four UN REACH agencies (hence also interviewed as member of the Country CC) but this is not always the case

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q1.2 Equity: to what extent have REACH outputs and outcomes addressed equity considerations, including gender equity?	<p>1.2.1 To what extent were gender commitments in respective CIPs implemented?</p> <p>1.2.2 To what extent are REACH outputs and outcomes moving towards achieving intended impacts on women and children?</p> <p>1.2.3 Did REACH address nutrition-related equity/gender needs and gaps? If yes how and if not, what could/should it have done?</p> <p>1.2.4. How did equity considerations vary between countries?</p> <p>1.2.5 Where was REACH most successful, where least and why?</p>	<p>Evidence of REACH contributing to: integration of gender equality/women's empowerment in relevant sector policies and strategies; and to analysis of relevant indicators with a gender perspective.</p> <p>Evidence of REACH advocacy for women to be represented in the different coordination mechanisms at all levels; and advocacy for gender sensitive messages disseminated by the different partners/channels</p> <p>Evidence of prioritization of women and children under 5 (e.g., in CNAs and multi-sector nutrition policies)</p> <p>Stakeholders' perceptions about REACH actual/potential contribution to nutrition-related equity/gender needs and gaps</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms)</p> <p>Document review REACH documents and data (CIP, annual work plans, mission reports) National policy and strategy documents</p>	<p>Semi-structured individual interviews Document review: systematic analysis of different types documents (REACH, Government) In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings</p>
Q1.3 Efficiency: to what extent were resources/inputs (such as funds, expertise, time, etc.) used optimally to achieve intended outputs?	<p>1.3.1 Were resources optimally planned and used in relation to intended outputs?</p> <p>1.3.2 Were REACH administrative/management arrangements conducive to timely delivery of set outputs?</p> <p>1.3.3 Where was REACH most efficient, where least and why?</p>	<p>Rate of budgetary implementation Compliance of expenditures with approved budget plans Timeliness of funds requisition and release Timeliness of delivered outputs</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-sector platforms)</p> <p>Document review Annual Progress Reports Expenditure tracking sheets</p>	<p>Semi-structured individual interviews Collecting and analysing secondary information from existing databases In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings</p>
Q2 Contributing/Explanatory Factors					

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
Q2.1 How have REACH performance and results been affected by the operational and policy environments, capacity and resources, skills and knowledge?	<p>2.1.1 Were REACH implementation plans negatively or positively affected by exogenous factors? And if so which?</p> <p>2.1.2 What has led to increased success, what was missing that could have helped, what led to complications?</p> <p>2.1.3 How did positive and negative contributory/explanatory factors vary between countries? Are there communalities between countries?</p> <p>2.1.4 Where was REACH most successful, where least and why?</p>	<p>Positive and negative exogenous factors that affected implementation of planned outputs, such as: political stability; policy environment; climatic hazards or man-made disasters; technical and human resources capacity of relevant government entities</p> <p>Awareness/knowledge/perceptions of internal and external stakeholders of REACH mandate, facilitators role and work plan</p> <p>Positive and negative factors that affected adherence to annual work plans</p>	<p>Stakeholders interviews REACH Secretariat REACH CC REACH facilitators UN agencies nutrition focal points Sector ministries (members of national multi-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 of documents In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
Q2.2 How have REACH performance and results been affected by its own governance and management at country level?	<p>2.2.1 Were REACH implementation plans negatively or positively affected by institutional arrangements? And if so which?</p> <p>2.2.2 How did positive and negative factors vary between countries? Are there communalities between countries?</p> <p>2.2.3 Where was REACH most successful, where least and why?</p>	<p>Areas where governance and management have been a positive influence and where negative (intentional or not): placement arrangements, funding mechanisms, procedures, etc.</p>	<p>Stakeholders interviews REACH CC REACH facilitators UN agencies nutrition focal points</p> <p>Document review</p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing case studies findings</p>
Q2.3 Did REACH partners provide the necessary commitment, agreement and actions to support REACH to achieve its objectives?	<p>2.3.1 Are processes put in place to ensure dialogue and joint actions?</p> <p>2.3.2 How did partners' commitment and engagements vary between countries? Are there communalities between countries?</p>	<p>Existence of processes for dialogue and joint actions</p> <p>Levels of commitment amongst partners (attendance at meetings, interactions, evidence of joint working/ joint initiatives)</p>	<p>Stakeholders interviews REACH SC REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators</p>	<p>Semi-structured individual interviews In country debriefings</p>	<p>Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through</p>

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
	2.3.3 Where was partners' involvement most successful, where least and why?	Knowledge and perceptions of REACH amongst external partners Type and regularity of interactions between REACH facilitators, SUN Focal point and SUN networks	UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC Document review CIPs, minutes of meetings		debriefings Comparing countries case studies findings
Q3. Sustainability					
Q3.1 To what extent are the results achieved and the REACH operational models sustainable?	3.1.1 Were REACH outputs officially endorsed by relevant national entities and national resources (human and financial) made available to sustain them? 3.1.2 Where is sustainability most likely, where least and why?	Adequacy of planned outputs vis-à-vis national priorities and identified gaps Official endorsement of REACH outputs by relevant national entities REACH Transition plan planned or in progress Evidence (steps taken) for uptake of REACH functions and tools into country nutrition governance processes Evidence (steps taken) for phasing-over UN coordination-related REACH functions to the UN Network in-country (clearly defined priorities, budgets and responsibilities)	Stakeholders interviews REACH SC REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators UN agencies nutrition focal points SUN focal point Sector ministries (members of national multi-sector platforms) CSO alliance (Chair and co-chair) Donor network (Chair, co-chair) and GAC Document review Transition plan, minutes of meetings	Semi-structured individual interviews Document review In country debriefings	Triangulation of information obtained through different methods and from different sources Validation of preliminary findings through debriefings Comparing countries case studies findings
Q3.2 To what extent is REACH contributing to increased national ownership and leadership in multi-sectoral governance and	3.2.1 Did REACH contribute to increased national ownership and leadership in multi-sector governance and coordination? And if so how? 3.2.2 Where was national	Stakeholders perceptions about REACH facilitators capacities to mobilize/facilitate/coach and about usefulness of REACH analytical tools and methodologies	Stakeholders interviews REACH Secretariat REACH CC UNN Chairs Regional nutrition advisors REACH facilitators	Semi-structured individual interviews Document review In country debriefings	Triangulation of information obtained through different methods and from different sources

Key Question	Sub-question	Measure /indicator	Source of information	Data collection Methods	Data analysis methods
coordination?	ownership and leadership most enhanced, where least and why?	Status of streamlining of REACH analytical tools and methodologies into nutrition governance processes REACH contribution to positioning of nutrition in the national development agenda REACH contribution to the functionality of government multi-sector coordination structures with clear roles and responsibilities	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 GAC Document review National development and sector policies and strategies/action plans Country progress reporting to Secretariat and CC Baseline and endline data Minutes of country consultation workshops/meetings		Validation of preliminary findings through debriefings Comparing countries case studies findings

Annex 3: Mission Schedule

Day	Time	Organisation	Name	Function	Location
Yangon					
25 July	8h30-11h00	REACH	Sansan Myint	Facilitator	WFP
	11h-13h00		Aye Thwin	Consultant/Advisor to MOHS	WFP
26 July	11h00-12h00	FAO	Xiaojie Fan	Country Representative	FAO
			Tint Khine	Senior Programme Coordinator	
			Aye Aye Khaine	National Nutrition Consultant	
			Aye Mya Moe	Monitoring and Evaluation Officer	
	14h-15h	UNFPA	Janet E. Jackson	Country Representative	UNFPA
			Hla Hla Aye	Assistant Representative	
			Yu Myat Mun	Programme Analyst	
	16h-17h00	World Bank	Hnin Hnin Pyne	Senior Health Advisor	WB
27 July	11h-12h	WHO	Stephan Paul Jost	Country Representative	WHO
			Myo Paing	Focal Point	
	14h-15h	UNICEF	Hedy Ip	Nutrition Specialist Focal Point	UNICEF
	15h-16h		Paul James Edwards	Deputy Country Representative	
	16h30-17h30	WFP	Sabah Barigou	Head of Nutrition	WFP
28 July	9h30-10h30	UNOPS/LIFT	Katy Webly	Fund Director (LIFT)	UNOPS
			Maurice Schill	Head of LIFT Team	
	11h-30-13h30	REACH	Sansan Myint	Facilitator	WFP
	14h-15h	EU	Claudia Antonelli	Programme Manager, Food Security	EU
	16h-17h30	WFP	Domenico Scalpelli	Country Director/UNN Chair	WFP
29-30 July	Consultant preparation for debriefing				
NayPitaw					
31 July	7h00	Flight to NPT			
	10h-11h	NNC/MOHS	May Khin Than Lwin Mor Hlaing Ko Ko Zaw	Director	MOHS
				Assistant Director	
				Medical Officer	

Day	Time	Organisation	Name	Function	Location
	11h30-12h30	MOSWRR	San San Aye	Deputy Director Social Protection	MSWRR
			Ohnmar Khaing	Staff Officer/ Focal point nutrition	
	13h-14h	MOALI	Lin Lin Thhi	Deputy Director Planning and Statistics	MOALI
1 August	11h-12h	MOALI	May Thanda Wint	Deputy Director Fisheries	MOALI
			Saw Mya Linn	Officer/ Focal Point nutrition	
			May Win Shwe	Deputy Director Livestock, Breeding & Veterinary/Focal Point nutrition	
	17h30	Flight to yangon			
Yangon					
2 August	10h-11h00	Canadian Embassy	Aoife Gibbons	Counsellor (Head of Development Cooperation) and Vice-Consul	Canadian Embassy
	11h30-14h30	REACH	Sansan Myint	Facilitator	WFP
	15h-16h	Plan Int'l/SUN CSA	Mary Jhukha Soe	Nutrition Specialist	SCI
		SCI/SUN CSA	Soe Nyi Nyi	Nutrition Advocacy Advisor	
	16h30-17h00	REACH	Sansan Myint	Facilitator	WFP
3 August	14h-16h	Debriefing			WFP
		Rema Balasundaran	FAO	Policy Adviser	
		Janet Jackson	UNFPA	Country Representative	
		May Win Shwe	Livestock,Breeding and Veterinary Department	Deputy Director	
		Saw Mya Linn	Department of Fishery	Officer	
		Anna-Lisa Noack	FAO	Nutrition Sensitive Investment Specialist	
		Hedy Ip	UNICEF	Nutrition specialist	
		Maurice Schill	UNOPS	Program Coordinator(LIFT)	
		Ellen Girerd-Barclay	Save The Children	Nutrition Adviser	
		Dr. Aye Thwin	Consultant	Nutrition Adviser to Ministry of Health and Sports	
		Soe Nyi Nyi	SUN CSA, Save the Children	Nutrition Advocacy Advisor	
		Claudia Antonelli	EU	Programme Manager, Food Security	
		Katy Webly	UNOPS	Fund Director (LIFT)	
		Asaka Nyangara	WFP	Deputy Country Director	
		Domenico Scalpelli	WFP	Country Director	

Day	Time	Organisation	Name	Function	Location
		Chaw Su Su Khaing	WFP	Nutritionist	
		Sabah Barigou	WFP	Head of Nutrition Unit	
		Dr San San Myint	UNN/REACH	Facilitator	
		Kyi Pyar	UNN/REACH	Program Assistant	
		Nicolas Bidault	UNN/REACH Secretariat	Acting Global Coordinator	Rome (by TC)
		Tania Goossens-Allen	UNN/REACH Secretariat	Programme Officer	Rome (by TC)
		Christine Wenzel	UNN/REACH Secretariat	M&E Consultant	Rome (by TC)
4 August	2h00	Departure consultant			
16 August	12h00	REACH	Mary Manandhar	Previous International REACH Facilitator	Geneva

Annex 4: Stakeholders Interviewed

Organisation	Name	Function
Internal Stakeholders		
UNN/REACH Secretariat	Nancy Walters	Global Coordinator
	Tania Goossens-Allen	Programme Officer
REACH Myanmar	Sansan Myint	National Facilitator
	Mary Manandhar	Previous International Facilitator
Members REACH of Country Committee and other Staff		
FAO	Xiaojie Fan	Country Representative
	Tint Khine	Senior Programme Coordinator
	Aye Aye Khaine	National Nutrition Consultant
	Aye Mya Moe	Monitoring and Evaluation Officer
UNFPA	Janet E. Jackson	Country Representative
	Hla Hla Aye	Assistant Representative
	Yu Myat Mun	Programme Analyst
UNICEF	Paul Edwards	Deputy Representative
	Kyaw Win Sein	Nutrition Specialist
WFP	Domenico Scalpelli	Country Director
WHO	Stephan Paul Jost	Country Representative
Nutrition Focal Points UN Agencies		
UNICEF	Hedy Ip	Nutrition Specialist
WFP	Sabah Barigou	Head of Nutrition
WHO	Myo Paing	National Professional Officer
GAC		
Canadian Embassy	Aoife Gibbons	Counsellor (Head of Development Cooperation) and Vice-Consul
External Stakeholders		
Sector Ministries		
NNC/MOHS	May Khin Than	Director
	Lwin Mor Hlaing	Assistant Director
	Ko Ko Zaw	Medical Officer
MOSWRR	Ohnmar Khaing	Staff Officer/ Focal point nutrition
MOALI	Lin Lin Thhi	Deputy Director Planning and Statistics
MOALI	May Win Shwe	Deputy Director Livestock & Breeding
	May Thandar Wint	Deputy Director Fisheries
	Saw Mya Linn	Officer Department of Fisheries/Focal Point nutrition
Donors		
EU	Claudia Antonelli	Programme Manager, Food Security
World Bank	Hnin Hnin Pyne	Senior Health and Nutrition Advisor
Other		
MOHS	Aye Thwin	Consultant/Advisor to MOHS
LIFT/UNOPS	Maurice Schill	Programme Coordinator

Annex 5: Data Collection Tool

Background

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

Performance of REACH and Explanatory Factors (EQ1 and EQ2)

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

Sustainability of REACH (EQ3)

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

Future of REACH

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

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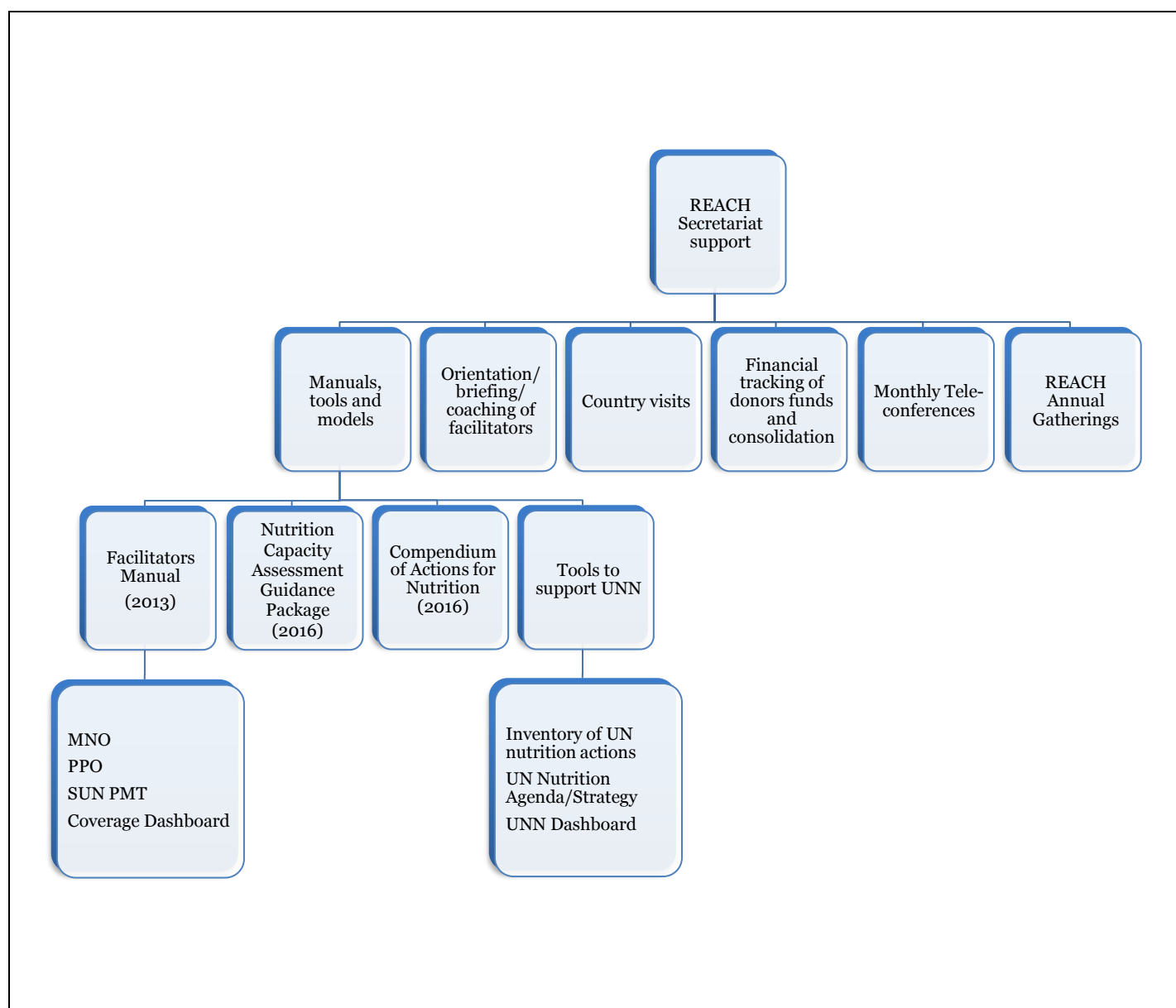
WFP/FAO. 2015. Letter to Director General MOHS and MOALI – UN Facilitation Support to Reduce Stunting in Myanmar

Annex 7: REACH planned outcomes, outputs and activity categories

Table 2: REACH planned outcomes, outputs and activity categories	
Outputs and deliverables as planned in CIP	Outputs and deliverables in annual work plans
Outcome 1 Increased awareness and consensus of stakeholders of the nutrition situation	
1.1 Multi-sector & multi-stakeholder stocktaking	
Multi-sectoral nutrition overview*	✓
Stakeholder and nutrition action mapping*	✓
1.2 Consensus of Core Nutrition Actions (CNA)	
Facilitate prioritization of CNAs*	✓
1.3 Cost-Benefit Analysis: Investment Case (IC)	✓
Facilitate integration of IC recommendations e.g. in advocacy strategy	
1.4 National Advocacy and communication	✓
Develop strategy	
Develop nutrition advocacy brief*	
Help identify nutrition champions	2017 Work Plan: Support NNC for conducting sessions on nutrition during parliament sessions. Develop key talking points to lead into a more collaborative Common Narrative by the third quarter of 2017
Outcome 2 Strengthened national policies and programmes	
2.1 Incorporation of nutrition in Government and UN Strategy	
Review of existing policies*	✓
Leverage opportunities to integrate nutrition in government policies & strategies	✓
2.2 Review/update of multi-sector national nutrition policy/strategy/action Plan	✓
Provide support to development of a National Plan of Action for Food and Nutrition Security (MNAPFNS) for 2016-2025*	
Identify opportunities to align nutrition and FS strategies*	
Support development of common results framework-CRF/Support Government cost of action plan as requested, around sectoral plans aligned with MNAPFNS*	✓
2.3 CNA uptake in sectoral annual work plans	✓
Advocate for nomination of nutrition focal points/tailored to MNAPFNS*	
Advocate for CNA integration in sector annual plans*	
2.4 Sub-national CNA Uptake	
Analyse decentralized plans	
Advocate for CNA integration into decentralized plans	
Outcome 3 Increased human and institutional capacity for multi-sectoral nutrition governance	
3.1 Coordination capacity	
Analyse existing consultative frameworks of at national and department level/Analyse existing coordination mechanisms within relevant sectors at national and sub-regional levels and provide support to MNAPFNS to make decision*	✓
Support identification/creation of an overall consultative framework for the operationalization of CRF/Support the process of operationalization of the action plan on food and nutrition	
Revise/draft TOR for proposed nutrition coordination mechanisms*	
Promote and support establishment of other SUN networks (Lead agency UNICEF/SUN Coordinator/UNICEF Consultant)*	
3.2 Capacity development	Considered Unlikely
Undertake functional competencies capacity gap assessment for different sectors	
Develop costed capacity development plan	
3.3 Guidance material and training	
Develop capacity development training at national and departmental level.	
Train focal points and key stakeholders on nutrition governance	
Develop training material on nutrition governance and management targeting stakeholders at national and departmental level	
3.4 Establishment of a knowledge-sharing network	2017 Work Plan: high-level dissemination meeting for launching the Nutrition Stocktaking package in June
Ensure dissemination of experiences/studies/research and facilitate documentation of case studies on best practices	
Facilitate exchange on experiences/best practices	
Outcome 4 Increased effectiveness and accountability	
4.1 Effectiveness	
Finalize M&E framework for CRF	

Table 2: REACH planned outcomes, outputs and activity categories			
Outputs and deliverables as planned in CIP		Outputs and deliverables in annual work plans	
<i>Identify existing information systems to obtain the necessary data about CNAs*</i> <i>Promote/support the integration of indicators on CNAs in existing information systems*</i> <i>Define dashboard to reinforce information sharing to monitor implementation and facilitate decision-making*</i> <i>Strengthen capacity of coordination mechanism to compile and analyse data</i>			
4.2 Accountability			
Support development of coverage dashboard		Part of stocktaking	
Support a performance review of nutrition indicators			
4.3 Joint UN effectiveness			
<i>Integrate nutrition into UNDAF/by liaising with new Technical Support in UNRC's office*</i> <i>Support establishment and functioning of the UN Network/and a working group for nutrition to include UNFPA, UNAIDS, UNDP, UN Women and others*</i>		✓	
Support the development of a UN joint strategy on nutrition			
* To indicate those activities identified as priority in the revised CIP. <i>Blue and italic: rephrasing of activity in revised CIP</i>			
Colour coding			
REACH as service provider	Connecting countries with specialised service providers	REACH as facilitator of the process	Not retained or considered not feasible

Annex 8: UNN/REACH Secretariat Support



List of Acronyms

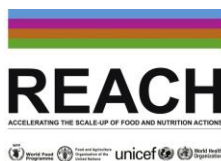
CBFN	Central Board for Food and Nutrition
CIP	Country Implementation Plan
CNA	Core Nutrition Action
CO	Country Office
CRF	Common Results Framework
CSO	Civil Society Organization
CSA	Civil Society Alliance
DACU	Development Assistance Coordination Unit
DEQAS	Decentralized Evaluation Quality Assurance System
DFID	Department for International Development
EC	Evaluation Committee
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
HDI	Human Development Index
IEC	Independent External Evaluation
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
LIFT	Livelihood and Food Security Trust Fund
MDHS	Myanmar Demographic and Health Survey
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
MIMU	Myanmar Information Management Unit
MNAPFNS	Myanmar National Action Plan for Food and Nutrition Security
MNO	Multi-Sectoral Nutrition Overview
MOHS	Ministry of Health and Sports
MOU	Memorandum of Understanding
MSP	Multi-stakeholder Platform
MOSWRR	Ministry of Social Welfare, Relief and Resettlement
NCFNS	National Committee on Food and Nutrition Security
NCDP	National Comprehensive Development Plan
NFP	Nutrition Focal Point
NLD	National League for Democracy
NGO	Non-Governmental Organization
NNC	National Nutrition Centre
NPAFN	National Plan of Action for Food and Nutrition
OEV	Office of Evaluation
PPO	Policy and Plan Overview
RC	Resident Coordinator
REACH	Renewed Efforts against Child Hunger and undernutrition
SC	Steering Committee
SUN	Scaling Up Nutrition
TOR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNN	UN Network for SUN
UNN-NFS	UN Network for Nutrition and Food Security
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organisation
ZHC	Zero Hunger Challenge

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



World Food Programme



Global Affairs
Canada

Affaires mondiales
Canada