

MANAGEMENT RESPONSE TO THE THEMATIC EVALUATION – END OF TERM EVALUATION OF RENEWED EFFORTS AGAINST CHILD HUNGER AND UNDERNUTRITION (REACH)

REACH in Burkina Faso, Haiti, Mali, Myanmar and Senegal from June 2014 to August 2017						
UN NETWORK FOR SUN/REACH SECRETARIAT						
Rec. #	Recommendation Text	Management Response	Actions to be taken	Action By	Implementation timeframe	Status
1	<p>Adopt a more formalized and transparent design process with clearly defined criteria and steps to ensure full endorsement and ownership of REACH engagement by REACH partner agencies and national stakeholders at inception and throughout implementation.</p> <p>The following could be considered as relevant and feasible:</p> <p>a. A request outlining areas for which REACH support is required should be developed based on in-depth consultations within the UN system (a retreat or workshop along similar objectives to those organized by REACH for the development of a joint UN Agenda) followed by consultations with the</p>	accepted	<p>REACH has already made adjustments to its design process in line with the recommendations for its new REACH grant with Irish Aid funding which started in January 2017 and covered 4 countries.</p> <p>The choice of countries relied on an analysis of SUN country performance against the self-assessment process markers; a mission by REACH Secretariat facilitated a discussion with UN senior management and the government (SUN Focal Point) on REACH support areas; REACH detailed activities and budget were discussed and agreed with UN senior management and SUN Focal Points; and REACH country engagement was sealed in Memorandum of Understanding between the UN and government entities in 2 countries.</p> <p>The REACH design process will however be further refined based on the work with Irish Aid and the evaluation’s recommendations to clearly define steps and criteria to ensure full endorsement and ownership of REACH at inception and throughout implementation.</p>	REACH Secretariat	April 2018	In progress

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	<p>Government at the technical and higher political decision-making levels for their inputs and agreement in principle;</p> <p>b. A country visit by UNN/REACH Secretariat staff to elaborate a draft proposal to be discussed and endorsed at a workshop chaired by the SUN-FP (or co-chaired by existing coordination entities) and bringing together all relevant stakeholders (UN agencies, ministries, donors and SUN Networks).</p>					
2	<p>Adopt a flexible design of REACH engagement with a reasonable range of outcomes tailored to countries' contexts and expressed needs, taking into account the time required to carry them out. In order to achieve better results, consider a staged-approach for REACH support:</p>	accepted	<p>As of early 2017, REACH has been working under a new model whose main features include yearly funding, prioritization of outcomes/outputs, a senior national facilitator with support and oversight provided by one regional facilitator covering four countries. REACH will explore the feasibility of a performance-based funding model whereby funding is made available for an initial period of two years with clearly defined performance indicators and</p>	REACH Secretariat	April 2018	In progress

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	an initial phase with a more realistic range of outcomes and outputs and a second “on demand” phase subject to an appraisal of results so far achieved.		targets to be achieved by the end of phase One and tailored to the country context and agreed support areas by REACH. A second funding phase may be agreed conditional to the performance achieved at the end of Phase One.			
3	Clarify if and how REACH can contribute to supporting and strengthening nutrition governance in emergency settings building on the results of the current reflection by the SUN Movement Secretariat on bridging the development-humanitarian divide during crises in the SUN Movement countries.	accepted	<p>The role of the UN Network for SUN in supporting the bridging of the humanitarian-development divide, where appropriate, is included in the UNN business case currently under development. This also includes the role that REACH can play as a service of the UN Network to ensure that emergency considerations are incorporated into nutrition governance and programming.</p> <p>The REACH model in emergency settings will be further developed and discussed with UNN/REACH Steering Committee and SUN Movement Secretariat to ensure it addresses identified gaps in SUN Movement.</p>	REACH Secretariat	June 2018	Not started
4	Update REACH facilitators’ manual and/or specific guidance material on REACH tools based on lessons learned with	partially accepted	REACH has developed a series of tools that have been used in countries. Some of these tools, as evidenced by the evaluation findings, have been very strategic to support national nutrition efforts and SUN objectives and have become flagship	REACH Secretariat	June 2018	Not started

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	<p>particular attention to knowledge transfer and capacity building.</p> <p>The following require particular attention:</p> <p>a) PPO: adapting it as a tool for assessing programming at sub-national level.</p> <p>b) SUNPMT: a more rigorous data collection supervision system; clarifying responsibilities throughout the process; enhancing participation of national stakeholders in data analysis and interpretation; elaborating a simplified version for its use as a planning tool at the operational level as it can provide information on the complementarity of actors and interventions and can generate opportunities for synergies.</p> <p>c) Institutional and human capacity building: clarify areas of focus and</p>		<p>tools. These include: the stakeholders and action mapping tool (SUN PMT) and Capacity Assessment tool. These tools are on high demand by SUN stakeholders.</p> <p>The recommendation is well taken with regards to these two tools, which REACH will further refine in its guidance package as per the recommendations.</p> <p>On the other hand, the PPO is a tool that has been less on demand, covering an area of work where individual agencies are also actively working within their sectors. It is therefore suggested that, during REACH engagement discussion in each country, the issue of policy and plan review and best approach to deliver be discussed. If PPO is the preferred option, the tool may be adapted according to country needs including for application at sub-national level.</p> <p>REACH will also further refine its guidance package for REACH facilitators engaged in the new REACH model.</p>			

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	audience taking into account/leveraging on capacity building tools of REACH partner agencies.					
5	<p>Review REACH logical framework and M&E system in the light of the revised REACH TOC and lessons learned from the implementation of REACH M&E to become more performance-oriented, allowing corrective measures as needed, and distilling lessons learned.</p> <p>This should involve the recruitment of an 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. Consideration should be given to having country-specific logical frameworks and adapting the format of the annual country progress reports accordingly.</p>	accepted	REACH will identify and recruit a consultant to review and update REACH logical framework and M&E system in line with the revised theory of change, taking into account findings from the 2015 and 2017 REACH evaluations.	REACH Secretariat	June 2018	Not started

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6	<p>Strengthen and mainstream equity/gender in REACH guidance and tools, REACH outcomes and M&E system.</p> <p>This will involve streamlining equity/gender in REACH manual and tools in order to guide facilitators in: incorporating a gender analysis as part of the multi-sector and multi-stakeholder stocktaking (for example in MNO: analysing needs, priorities and roles of men and women); promoting the incorporation of equity/gender-specific and sensitive elements in multi-sectoral nutrition policies and strategies; advocating for representation of line ministries responsible for equity and gender (and/or a national women council or commission or equivalent) in multi-sector nutrition coordination mechanisms.</p>	accepted	<p>The evaluation findings that recognize a clear role for REACH in promoting, strengthening and mainstreaming equity/gender in support of national nutrition efforts are well appreciated.</p> <p>As evidenced in SUN MEAL Baseline, gender and equity are areas that require more work in SUN countries. As REACH updates its guidance package for facilitators, it will include considerations on how to better integrate equity/gender under the new REACH model.</p>	REACH Secretariat	June 2018	Not started

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7	<p>REACH should capitalize on experience and disseminate results through its website. The UNN/REACH website can enable countries to acquire knowledge and skills, networking, sharing experiences and learning about good practices, and enable REACH to continue its support and capacity building remotely.</p>	<p>accepted</p>	<p>The new UN Network for SUN website, which includes a webpage dedicated to REACH, was launched in December 2017. The process of uploading content is still ongoing but there will be a strong focus on results, country experiences and good practices. The UNN/REACH communications officer regularly develops and shares news articles on REACH country experiences, including articles and podcasts developed in collaboration with Emergency Nutrition Network (ENN).</p> <p>REACH secretariat also regularly organize webinars for colleagues around the globe focusing on REACH, UN Network and UN agency tools and resources in partnership with Secure Nutrition. Knowledge sharing and communication with UN Networks and REACH facilitators will continue to be strengthened in 2018 with clearly established mechanisms to document and share systematically most recent and relevant experiences and best practices from countries.</p>	<p>REACH Secretariat</p>	<p>ongoing</p>	<p>In progress</p>