

Evaluation Terms of Reference



SUMMARY TERMS OF REFERENCE

JOINT Strategic Evaluation of RENEWED EFFORT AGAINST CHILD HUNGER AND UNDER-NUTRITION (REACH)

COMMISSIONED BY THE OFFICES OF EVALUATION OF FAO, UNICEF, WFP, WHO and DFATD CANADA. - March 2011-April 2015

In 2008 the Directors-General of the Food and Agriculture Organization (FAO) and World Health Organization, and the Executive Directors of United Nations Children's Fund (UNICEF) and World Food Program (WFP) wrote a letter to Country Representatives recognizing undernutrition as a key component to malnutrition and health. The letter committed the agencies to a partnership called the **Renewed Effort Against Child Hunger and Undernutrition (REACH)** in an effort to strengthen the fight against undernutrition. The International Fund for Agricultural Development (IFAD) later joined REACH in an advisory role.

Subject of the Evaluation

As a joint UN Strategic Initiative, REACH aims to reduce maternal and child undernutrition in participating countries: Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Tanzania and Uganda. REACH's contribution is to improve national nutrition governance and management in these countries. Two overarching theories underlying REACH are: a. Through **better coordination** and less duplication, nutrition actions will be more efficiently and effectively delivered, and b. By taking a **multi-sectoral approach** to nutrition, both nutrition direct and sensitive interventions will impact on nutritional status of women and children.

REACH's *modus operandi* is to establish national facilitation mechanisms to support countries to intensify coordinated action to address under-nutrition and stunting. An international facilitator is teamed up in each country with a national facilitator. Facilitators support the establishment of effective systems for nutrition governance and management.

The ultimate beneficiaries of REACH are women and children under five years of age, the most affected vulnerable populations with nutritional deficiencies.

Objectives and Users of the Evaluation

The evaluation will address the dual objectives of **accountability** and **learning** as follows:

- Assess and report on the performance and results of REACH in the 8 DFATD funded countries. A management response to the evaluation recommendations will be prepared by the REACH secretariat to document the level of agreement with the recommendations and the steps to be taken to address the recommendations; and
- Determine the reasons why certain results occurred or not to draw lessons and derive good practices for learning. It will provide evidence-based findings to inform REACH's future operational and strategic

decision-making. Findings will be actively disseminated and lessons incorporated into relevant lesson sharing systems.

The primary audiences for this evaluation are REACH Secretariat, Management, Executive Board, and governing bodies of REACH UN partner agencies, Donors, Governments, national and development partners, NGOs and the international and national nutrition community.

Key Evaluation issues

The evaluation is framed around the five internationally agreed evaluation criteria and will assess the following:

Relevance of REACH and appropriateness of the design:

The extent to which:

- REACH objectives and strategies are in line with the international development agenda and the priorities of participating countries in terms of reduction of hunger and improvements in nutrition;
- the initiative is coherent with the mandates and capacities of the four UN agencies, including *inter alia* gender and equity objectives;
- coherence, alignment, and complementarity have been achieved between REACH and other global nutrition initiatives (including the SUN initiative), and national nutrition policies and programmes.
- REACH was designed and implemented to align and contribute to equity (including gender equality) as defined by international and regional conventions, national policies and strategies and the needs of the target group (women and children under five);
- the initiative's logic model including assumptions are valid, in terms of potential of REACH's activities and design to lead to its intended outcomes and impacts. Of particular interest are the assumptions concerning the importance of the multi-sectoral approach and coordinated action;
- the design is appropriate to the stated goal in regard to the selection outcomes, target groups (women and children under five), activities, countries and partnerships.

Effectiveness: Analysis of the nature, quantity and quality of results against those intended; and unintended,

including both positive and negative effects. While the focus is on outcome level, the evaluation will also analyse whether REACH is on track to achieve its intended impacts, and to what extent REACH’s analysis is being reflected and taken up in policy and action planning at country level;

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 relative to SUN the most cost and administratively effective? Could the results have been achieved more efficiently through other means?

Equity: Extent to which REACH outputs and outcomes address equity considerations, 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;

Sustainability The extent to which i) Sustainability of the results and the REACH operational models are achieved ; ii) REACH is contributing to increased national ownership and its leadership role in multi-sectoral nutrition governance and coordination; iii) REACH should continue and if so in what form; and/or other options for achieving outcomes; based on the findings, concrete advice on ways forward.

Additional questions will focus on what factors affect REACH’s performance and results, including i) The operational and policy environments, capacity and resources, skills and knowledge in participating countries; ii) The governance and management of REACH, including the Steering Committee, the Secretariat, Country Committees and Technical Group; and iii) REACH partnerships.

The evaluation will utilise a mixed-method approach combining both quantitative and qualitative tools and a range of secondary and primary data.

Roles and Responsibilities

Evaluation Team: The evaluation team include a team of five international consultants. They combine expertise in: food security and nutrition issues and governance, policy and advocacy at country level; the international nutrition landscape including other coordinating mechanisms and the roles of major UN actors, multi-sectoral nutrition programming (country level) coordination mechanisms, multi-sectoral partnerships or leadership and institutional change and capacity building.

Joint Evaluation Management Group (EMG)

The evaluation is managed jointly by an interagency Evaluation Management Group comprised of representatives from the Offices of Evaluation of FAO, WFP, WHO, UNICEF and DFATD Canada. Main responsibilities of the EMG are to support and oversee the evaluation management and act as a liaison for the evaluation with the appropriate technical units within their own organizations. They will provide inputs and review documents at key decision points in the development of the TOR, the selection of the evaluation team, the finalization of the inception report and the evaluation report. The WFP Office of Evaluation will chair and provide the secretariat function for the EMG, and will thus lead management of the process. Dawit Habtemariam will be the focal point.

Internal stakeholders: In addition to REACH stakeholders implementing the initiative at country, regional and global levels, REACH has been supported by a Steering Committee, composed of directors of Nutrition from the four UN partner agencies. Management and governing bodies of partner agencies are also key internal stakeholders.

External stakeholders: include women and children under five years of age, the private sector, national governments and NGOs, Donor, Governments, national and development partners, and the wider nutrition community.

Reference Group: The evaluation will benefit from the engagement of a technical reference group.

Communications

A communication plan for this evaluation will be developed at the inception stage. A number of briefings and debriefings will take place throughout the evaluation, notably at the inception stage, country visits and to elicit feedback on the evaluation findings and conclusions.

Timing and Key Milestones

November-December 2014	Terms of Reference Select and Contract Evaluation Team and/or firm
January-February 2015	Inception Mission in Rome and Inception Report
March – May 2015	Evaluation missions; data collection and case study
June – August 2015	Evaluation Report Drafts and Final
November 2015 EB.2/2015	Summary Evaluation Report Editing/Formatting Management Response and Executive Board Presentation

Full Terms of Reference are available at <http://www.wfp.org/evaluation>



as are all Evaluation Reports and Management Responses.

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