

Terms of Reference
Evaluation of the externally funded Project “Reinvestment in
Welthungerhilfe to build political will for agricultural development and
nutrition financing in Germany”
On behalf of Welthungerhilfe, 20.12.2019

1. Introduction and context

Country:	Germany, India, Ethiopia, Burkina Faso
Project title:	Reinvestment in Welthungerhilfe to build political will for agricultural development and nutrition financing in Germany
Project No.:	INT 1076
Project holder:	Welthungerhilfe
Approved budget:	1.949.981 USD
Committed funds:	20.000 USD
Co-financer (line):	-
Project period:	01.05.2016-31.12.2019

1.1. Deutsche Welthungerhilfe

Deutsche Welthungerhilfe e.V. is one of the largest Non-Governmental Organisations in Germany operating in the field of Humanitarian Assistance and Development. It was established in 1962, as the German section of the "Freedom from Hunger Campaign", one of the world's first initiatives aimed at the eradication of hunger. Welthungerhilfe's work is still dedicated to the following vision: All people have a right to a self-determined life in dignity and justice, free from hunger and poverty.

By 2018, Welthungerhilfe and its partner organisations ran 404 international projects in 37 countries with an overall financing volume of 184 Million Euros, comprised of private donations, public national and international funds.

In addition, Welthungerhilfe operates a marketing and fundraising department in Germany in order to engage and educate a wider public in development related topics and mobilize funds from currently more than 57.000 permanent private donors.

1.2. About the Project “Reinvestment in Welthungerhilfe to build political will for agricultural development and nutrition financing in Germany”

The Project “Reinvestment in Welthungerhilfe to build political will for agricultural development and nutrition financing in Germany” (POWA II) is financed by the Bill and Melinda Gates Foundation (BMGF). The project is the follow-up of a similar project which was carried out in the years 2013-2016.

Problem statement, approach and project objectives

Eradication of hunger remains a major global challenge. Almost 795 million people were still undernourished in 2015, two billion people suffer from “hidden hunger”. Even though the problem gained higher attention by world leaders in recent years and some important international summits put it on their agenda, there is a danger that other pressing issues (such as terrorism, global security and the refugee crisis) will push the fight against hunger and malnutrition to the margins of global consciousness again.

The 2030 Agenda includes the goal of achieving zero hunger by 2030 as the second Sustainable Development Goal. A milestone was achieved at the G7 summit in June 2015 at Schloss Elmau, when - under German leadership – the G7 head of states committed themselves to lift 500 million people out of hunger and malnutrition by 2030 and adopted a broader food and nutrition security agenda how to achieve this.

In Germany, the Minister for Economic Cooperation and Development, Dr. Gerd Mueller, made the fight against hunger one of his priorities. This can be seen, for example, in the establishment of a "Special Initiative One World No Hunger" (one of the three special initiatives launched under Minister Mueller), as well as increased funds dedicated to this issue. The Special Initiative of the Development Ministry mentioned above has several pillars focusing on agricultural development, such as resilience, innovations in agriculture, natural resource management and access to land. In general, agricultural investments received more attention after the food crisis of 2007/2008. However, economic benefits are not distributed equally and the needs of small-scale farmers and vulnerable groups are often not met.

Similarly, since the publication of the Lancet series on nutrition, the specific challenges of malnutrition received more attention worldwide. In this context, the second Nutrition for Growth (N4G) Summit of 2016 in Brazil has been identified as an important opportunity to increase the level of ambition. There is a need to scale-up nutrition-specific interventions, especially when it comes to medical aspects like the treatment of severe acute malnutrition. Yet, there is also an urgent need to look at the links between agriculture and nutrition in order to achieve long-term sustainable solutions, such as diversified crop production leading to better income and improved nutrition outcomes.

Figures by FAO indicate that G7 ODA contributions to food and nutrition security (FNS) and rural development fall short of their "fair share" (based on their GDP) by at least two thirds. Contrary to trends among its G7 partners, Germany has continuously stepped up its spending on FNS over the last years, becoming one of the major donors. Nevertheless, even Germany should do more, e.g. by finally meeting the target of dedicating 0.7% of gross national income (GNI) on development aid. Also, there is a need to improve accountability at national and global level with regard to the various commitments addressing food and nutrition security.

Based on this assessment the project has the following main objectives and outputs:

1. The project addresses the qualitative dimension of Germany's relevant policies and aims to ensure that Germany's National Sustainability Strategy (NSS) is in line with Germany's global responsibilities (e.g. 2030 Agenda, G7 Elmau FNS commitments). The NSS has been adopted in 2002 and is currently revised. The new, revised version will be one of the key elements of Germany's implementation of the 2030 Agenda.
2. With the second result the project aims to mobilize the resources necessary to adequately fund the abovementioned commitments. Here the concrete goal is to maintain Germany's ODA for SFNS and rural development at its 2015 peak level of roughly EUR 1.5 billion or even – if the German government adheres to its 2016-19 budget plan – to reach EUR 1.75 billion by 2018. The WHH approach is to engage with stakeholders including relevant parliamentarians and BMZ representatives, to enhance transparency on German (and G7) FNS ODA and to formulate relevant benchmarks for Germany.
3. The third result is linked to the first one whereby a stronger focus on nutrition will be maintained. Here the project seeks to ensure that the German government makes measurable commitments at the 2016 N4G summit based on the G7 Elmau commitment to achieve the WHA nutrition targets by 2025 in line with the 2030 Agenda nutrition targets. The WHH approach is to cooperate closely with relevant CSO and networks.
4. Finally, with the fourth result the project seeks to enhance the quality of German development programs and strategies by ensuring that German ODA has a stronger focus on smallholder based agriculture (e.g. drought resilience, diversified income in rural areas, fair and equal access to land and other productive resources) and improves nutrition outcomes in sub-national regions with the highest burden of malnutrition. Here the WHH approach generates best practice from the partner countries (Burkina Faso, Ethiopia, India), screens selected German SFNS programs in the partner countries and provides a voice for WHH's Southern partners.

Expected Outputs:

Outputs include the production of policy briefs and partner-country studies, parliamentary breakfasts, round tables, informal and one-to-one meetings with relevant governmental stakeholders, a high-level international conference on FNS with the development minister, monitoring and input into the

development and formulation of the new National Sustainability Strategy, updating the ODA-tracker and dissemination of ODA-tracker results.

Stakeholders to be addressed:

The project builds on WHH's well established working relationships with various actors, such as other NGOs, ministerial staff, parliamentarians, universities and thinks tanks. Implementation will be undertaken mostly in Germany, with evidence and input provided by the partner countries and results also disseminated there.

2. Evaluation purpose

As the POWA II Project (2016 – 2020) is coming to an end in May 2020 the evaluation is supposed to be conducted for internal learning purposes as well as an accounting report for the donor. Objectives of the evaluation are the following:

- To identify in how far the intervention logic was appropriate and if objectives and outcomes were realized according to the project application
- To assess if the target groups were reached
- To get detailed information if modifications of project activities/outcomes were conducted when necessary and in an appropriate manner
- To assess if the project implementation, documentation and monitoring of activities/outcomes were conducted according to current standards of PCM.
- To obtain information on the unintended positive and/or negative side effects
- To identify shortcomings of the project design and implementation
- To draw lessons learnt and recommendations regarding definition of goals and activities to achieve the desired results as well as recommendations on the definition of qualitative indicators to measure project impact and desired results.

3. Scope of the Evaluation

The evaluation is the assessment of the POWA II Project (2016 – 2020). Despite being the final evaluation of the current project phase, the evaluation report needs to be framed as a mid-term review because a third POWA project (POWA III) will build on the results of the past two project phases. The evaluation will look at the strengths and limitations of the advocacy approach and activities implemented in order to achieve the expected outcomes and results.

More specifically, the evaluation will:

3.1 Assess the identified primary and intermediate outcomes, the indicators and the achievements towards the expected results as defined by the POWA II logframe

The POWA II project application contains a "results tracker" with primary and intermediate outcomes, outputs and indicators. It is of high interest to understand, if the primary and intermediate outcomes, the indicators and the outputs defined in the "results tracker" reflect an appropriate advocacy strategy. Furthermore, it is of interest in how far the advocacy strategy of the project fits to the overall strategy of the Policy & External Relations department and Welthungerhilfe's strategy.

The evaluation should also assess if the outputs were serving the intermediate outcomes. It should pay attention to the strengths and weaknesses, analyse the reasons for the weaknesses and give recommendations for improvement.

In addition to that, it is of interest in how far adjustments responded adequately to changes in the political environment during the project.

3.2 Assess to what extent the target groups were reached

It is of interest, if the target groups mentioned in the project application were addressed accordingly, if required steps to identify and reach these target groups were conducted in a proper way, and if changes in the political environment were taken into consideration and led to an adaptation of target groups.

3.3. Assess the extent to which the objective of giving a voice to WHH's Southern partners has been achieved

Providing a voice for the Southern partners was one of the targets of the project. It is therefore of interest, in how far partners were participating and addressed in the project activities. Weaknesses and the reasons for them should be identified and recommendations for the future provided.

3.4. Assess the set-up of the project team and management

The project team was assisted by so-called advisory groups in the partner countries as well as in Germany. It is of interest, in how far this set up was conducive for the success and efficiency of the project outcomes and targets.

In addition, there were several changes in the team composition and responsibilities as well as at the leadership level. Finally, the project ended up with a special set-up of the project team in Germany with a head of project (Head of Policy & External Relations Department), a project coordinator, two project officers and a staff member being a project officer and at the same time responsible for project administration. During the project implementation, in length debates about the "POWA governance" took place in summer 2018 resulting in an agreement between the Head of the Project/Head of the department Policy and External Relations (P&ER) , and the division of responsibilities in the project team.

It is of interest to receive an evaluation of the impact of the above-mentioned changes, the strengths and weaknesses of the final project set up, the involvement of legacy consultative structures, especially in the partner countries and to receive recommendations for the future project. Hereby, it is of interest in how far the project set up was conducive for the project management and planning (PCM). Finally, it is of interest in how far the POWA-project was properly situated in the Policy & External Relations Department.

3.5. Assess the MEAL of the project

Measuring success of advocacy work is a challenge. The results framework and tracker contain indicators for measuring the success of the project activities with regards to the targeted primary and intermediate outcomes. It is of interest to assess if the indicators mentioned are adequate for the measurement of the outcomes; if these indicators were used appropriately in the documentation and reporting of the project activities. The evaluation of the MEAL of the project includes also an analysis of the weaknesses and their causes as well as recommendations for the future.

The evaluation will cover the entire implementation period, from the start of activities in May 2016 to the moment the evaluation will be carried out (February-March 2020).

4. Users of the evaluation

The primary users are the head of the Policy & External Relations Department, the project team in Germany and in the partner countries.

In addition, the recommendations focusing on measuring success of advocacy work and MEAL are of interest for the whole Policy & External Relations Department and the Communication Department. The recommendations regarding the "voices of the South" will also be of added value for P&ER.

The donor is also to be considered among the users of the evaluation outcomes.

The future POWA III-project team will benefit from the results of the evaluation and can draw lessons for the set-up of the project team, project governance and especially the MEAL system to be established.

5. Evaluation questions and criteria

5.1 Appropriateness

1. In how far are the project targets/intermediary outcomes appropriate for the overall or primary objectives of the project and in how far are the indicators of the intermediary and primary outcomes conducive for measuring the success of the project?

2. In how far are the project activities/outputs appropriate and consistent to reach the intermediary and primary outcomes?
3. To what extent is the project addressing existing advocacy gaps of the Policy & External Relations Department or Welthungerhilfe in general? In how far is the strategy consistent with Welthungerhilfe or P&ER objectives and expected outcomes?
4. To what extent is the quality of the project planning and participation of the different project units (Consultative Groups, HoP, team) appropriate and conducive to achieve the project objectives?
5. To what extent are the needs of partners in the South reflected in the strategy design (objectives, outcomes) and in the project activities?
6. To what extent is the “voice of the South” represented appropriately?
7. To what extent is the project addressing the right stakeholders and their needs? To what extent are changes regarding stakeholders and their needs reflected in project modifications/adaptations?

5.2 Effectiveness

1. To what extent did the project achieve its objectives?
2. To what extent have the intended outputs and targets been achieved, or are they likely to be achieved within the timeframe of the project?

5.3 Efficiency

1. Are the resources invested adequate, compared to the results achieved?
2. To what extent are the international and national management systems appropriate to the efficient achievement of intended results? How efficient is the overall management set-up of the project?
3. To what extent are the financial and human resources appropriate to the achievement of intended results? What are the strengths/weaknesses of the project set-up (governance) as well as the project team? Are there specific resources and capacities necessary for the achievement of the project outcomes that are not adequately represented?
4. To what extent is the distribution of roles, tasks and responsibilities efficient?
5. In how far do the consultative groups contribute to the efficiency of the project results? To what extent has the project benefitted from the expertise, capacities and collaboration with the consultative groups?
6. To what extent have the project's activities been coordinated and harmonised with those of Policy & External Relations Department or related Country Offices?

5.4 Evaluation design and methodology

The evaluation design and methodology have to be adequate for answering the above listed questions. A detailed methodology will be suggested by the evaluators in their inception report. A final agreement on the evaluation design and methodology will be discussed on the basis of the submitted offer and the inception report and agreed upon with the Head of the Policy & External Relations Department as well as the POWA project team.

Considering the nature of the intervention, the evaluation approach requires a blend of desk review of existing project documents and interviews with members of the Consultative Groups (in Germany and the partner countries – per skype) and with members of the P&ER department related to programme's outcomes.

Interviews will be carried out face to face with project team in Bonn/Berlin; with P&ER members in Bonn/Berlin and from distance with the international team and consultative group members in Germany as well as in partner countries.

Other general criteria for the evaluation:

The methods and data sources should be triangulated for enhancing the validity of evaluation findings;

A final agreement on the evaluation design and methodology will be discussed on the basis of the submitted offer and the inception report.

6. Managerial Arrangements/ Roles and Responsibilities

The project coordinator of the project is responsible for managing the delivery of information necessary, be it project reports or other documents, contact information to partners in the project countries, the consultative groups and Welthungerhilfe.

7. Deliverables and Reporting Deadlines

Activity	Deadline	Expected Deliverable
Call for application issued	12.02.2020	
Closing date for application	27.02.2020	Offer
Decision on offers	06.03.2020	
Contracting	11.03.2020	Contract
Kick-off meeting	13.03.2020	
Submission of inception report draft	20.03.2020	Inception Report (draft)
Comments on inception report	24.03.2020	Comments on Inception Report
Final inception report	27.03.2020	Inception Report (final)
Research phase	30.03.2020-24.04.2020	
Submission of draft evaluation report	25.04.2020	Evaluation Report (draft)
Comment on evaluation report	26.04.2020	Comment on Eval. Report
Final evaluation report	28.04.2020	Evaluation Report (final)
Approval of final evaluation report and Annexes	29.04.2020	Written Approval of Evaluation Report

The following deliverables are expected to be produced by the evaluators:

- **Inception report** (3-5 pages for the main text without front page, table of contents and annexes).

The inception report should set out the planned design and methodology to meet the above-mentioned objectives and to answer the evaluation questions. It should also reflect the limits of the suggested design and methodology and could explore the feasibility for answering the evaluation questions and reflect on the ToR, describe the overall approach of the evaluation and how data will be collected by providing an evaluation matrix, drafts of suggested data collection tools such as questionnaires and interview guidelines as well as a tentative evaluation schedule.

The inception report follows a standard outline which will be provided to the evaluator after contracting and needs the approval of the Contracting Party.

- **Evaluation report** as draft and final (English language, 30-40 pages main text, including the executive summary excluding the front page, table of contents, and annexes). The evaluation report has to contain an executive summary of a maximum 5 pages and several mandatory annexes. A standard outline for the evaluation report will be provided to the evaluators.

The final report needs the approval of the Contracting Party. In case of dissent there has to be a documentation of the matter.

Executive summary of evaluation report: The summary that is part of the full evaluation report has to be submitted as an additional document in the format to be provided by Welthungerhilfe.

- **Photos:** The evaluators should provide a digital file with up to 3 photos of the evaluation, including photos related to the evaluation process (e.g. of group discussions, interviews, final workshop). The photos should be submitted in a JPEG or GIF format. The informed consent of the person presented is a prerequisite.

8. Resources and Available Data

Financial resources

The budget available for the evaluation is of 20,000 USD. The amount is intended to cover all costs of the evaluation, including evaluators' fees and any other cost related to field work or travels.

Human resources

Welthungerhilfe international and national staff will provide support with the logistics, by providing all available materials and documentation by identifying key informants and by facilitating contacts with the selected interviewees.

Availability of data and sources for desk review

Key sources to inform the evaluation may include: interim reports, project reports, publications, workplans/roadmaps, planning and training workshop reports, core group/steering committee meetings minutes, other team and activity reports.

9. Confidentiality

All documents and data acquired from documents as well as during interviews and meetings are confidential and to be used solely for the purpose of the evaluation.

The deliverables as well as all material linked to the evaluation (produced by the evaluators or the organisation itself) is confidential and remains at all times the property of the contracting party.

10. Technical and financial offer

Applicants have to provide:

- **A technical and financial offer:**

The **technical part** of the offer should include reference to the perceived feasibility of the ToR (including suggestions for specific evaluation questions). It should also include a brief description of the overall design and methodology of the evaluation and an adaptation (if strictly required) to the workplan at hand (maximum 4 pages);

The **financial part** includes a proposed budget for the complete evaluation. It should state the fees per working day (plus the respective VAT, if applicable), the number of working days proposed and other costs (e.g. visa costs). Proof of professional registration and taxation is also required (e.g. by providing the evaluator's tax number)

In developing the financial offer, the applicant should take into account the following:

- The financial part needs to include estimated travel and accommodation costs; WHH HQ and Country Offices will support the corresponding logistics.
- All insurances are of the responsibility of the evaluators.

Soft copies of relevant documents will be provided by Welthungerhilfe. Welthungerhilfe and partner organization staff will facilitate community entry and contacts to other interviewees. Translators and local transport, as required, will be provided by Welthungerhilfe.

Laptops need to be provided by the evaluators.

- **CV** with references; proof and examples of previous assignments (proofed experience in evaluating advocacy projects)

Offers have to be signed or have to include the phrase “valid without signature”:

Offers will be accepted by individual consultants, commercial companies, NGOs and academics until

Contact details:

Offers shall be submitted via e-mail to Welthungerhilfe to the e-mail address below.

Contact person: Fill in name, function and e-mail address of the person responsible for the evaluation management

12.02.2020