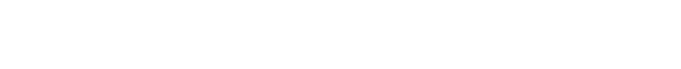
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**Terms of Reference**

**for**

**Mid-Term Review of the Right2Grow Programme - Global Component**

### **Introduction**

Over the past decades great advances have been made in reducing all forms of undernutrition in children under five (CU5). In fact, the international community acknowledges that we have sufficient expertise and resources to get to zero cases of undernutrition. Nevertheless, almost 200 million CU5 suffer from stunting (low height/age), wasting (low weight/height), or both, and over 340 million from vitamin and mineral deficiencies. The impact of the COVID-19 pandemic is putting even more CU5s at risk. The world is off-track to meet most of the SDG targets related to hunger, food security, nutrition, and access to basic water, sanitation and hygiene (WASH) services, a critical precondition for good nutritional status.

Right2Grow is a Strategic Partnership between Action Against Hunger, the Centre for Economic Governance and Accountability in Africa (CEGAA), Max Foundation, Save the Children, The Hunger Programme and World Vision. With funding from the Dutch Government (Civil Society Strengthening – Power of Voices[[1]](#footnote-2)), Righ2Grow collaborates with communities, community-based organisations, and civil society organisations in Bangladesh, Burkina Faso, Ethiopia, Mali, South Sudan, and Uganda from January 2021- December 2025. In each of the programme countries in addition to the global partners, local strategic implementing civil society organisations are playing a crucial role in the implementation, finding appropriate solutions to local contexts and ensuring programme sustainability.

Right2Grow believes that to ensure all Children Under 5 (CU5) years are well nourished, changes in mindset and behaviour are required at all levels - from the household up to the state. To bridge the gaps between promising national and local policies and realities, mutual efforts of all nutrition and WASH stakeholders are needed. Stakeholders should speak a shared language, and work in mutually reinforcing and interconnected ways, building and sharing evidence, knowledge, and expertise -so that all relevant decision-makers can jointly and effectively address undernutrition in a multisectoral, gender sensitive and inclusive way **(medium-term impact),** while applying people-centred and community-led approaches. Success in this domain will also pave the way to open up the civic space, a critical precondition for the success of the SDGs - so that every child will be able to achieve its potential **(ultimate goal).**

Right2Grow created four Pathways for change; community mobilisation, strengthening civil society organisations, engaging public authorities, and mobilised international development actors. In 2021, baseline survey was conducted across the six implementing countries. In its third year of implementation, Right2Grow is commissioning a Mid-Term Review (MTR) to be conducted both internally and externally, with consultants being responsible for the latter part focusing on assessment of partnership and collaboration as well as global consortium costing structure. **This TOR concerns the Global Component of the MTR** as the MTR also takes place in all six programme countries, commissioned locally.

### **Purpose and Objectives of the Mid-Term Review**

The purpose of the Midterm Review (MTR) is to generate insights into the implementation of interventions and the achievement of Right2Grows outcomes for the period between 2021 and Mid 2023. The mid-term review will look at Global Lobby and Advocacy, as well as at processes (partnership structure, collaboration, cost assessment, governance, power balance) at global consortium level and the interlinkage between country and global levels. As per grant decision, the focus of the MTR will be two-fold:

* Programmatic focusing on: Theory of Change, context analysis and risk analysis (including SEAH, fraud and corruption), achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators, crosscutting themes (gender, youth, climate), challenges, lessons learned and good practices, sustainability
* Partnership collaboration focusing on: leading from the south, partnership with the Ministry and the Embassies, lessons learned and good practices

The evaluation is therefore primarily geared towards: Enabling the Rigt2Grow partnership to **learn** about its successes and areas for improvement global level; Informing possible **adjustment** of Theory of Change and **planning** for 2024-2025, including the adjustment of targets and indicator framework; Informing **strategic decisions** for increased impact and added value in 2024-2025 and beyond; and Meeting the **accountability** requirements of the Dutch Ministry of Foreign Affairs. More specifically, the mid-term review for the global component aims to inform the following objectives:

**At the global advocacy level:**

* Progress towards the achievement of the 5-year global advocacy outcomes, and contribution/influence toward Dutch level Lobby and Advocacy (L&A);
* Recommendations for strategic decision making for the second half of the programme on how to strengthen the global advocacy component of the programme.

**At the global consortium level:**

* How the Right2Grow global consortium management mechanisms and internal coordination processes contribute to the overall performance of the programme, including staff resourcing, governance, transparency, accountability[[2]](#footnote-3), leading from the south, and the partnership with the Dutch Ministry of Foreign Affairs;
* How the existing partnership structure (global coordination mechanisms, global lead roles and teams, global management roles) and costs have influenced delivery of Right2Grow, and make relevant recommendations for the second half of the project;
* How adaptive management principles are being operationalised at consortium level, key achievements and recommendations;
* Strengths and weaknesses and provide recommendations for the strategic direction of the programme including:
  + Gender and inclusion
  + Innovations
  + Shift the Power
  + Adaptive management and financial decision-making for 2024-2025 (e.g. fund allocation between different elements of the programme).
* To provide recommendations on how to improve the consortium’s support and contribution to the realisation of the TOC.

**Joint learning** is a key component of the mid-term review. It is expected that the mid-term review will provide input for internal reflection and stimulate adaptation. Through participatory reflection, validation, dissemination and linking and learning meetings during the review period, the mid-term will contribute to strengthening the work, reassess ways of working and exchange, inform planning, improve programming and stimulate innovation. Key findings and recommendations from the MTR will be specifically discussed during the learning week to ensure proper uptake in strategic reflections and ways forward.

While OECD-DAC criteria can be used as a guide, this TOR is focused on providing information against the key questions needed to support interventions for the remaining period. However, key evaluation criteria will cover; *relevance, effectiveness, efficiency, impact and sustainability.*

**3. MTR questions**

The mid-term review is designed to answer two overall guiding questions:

1. *To date, during the first half period of the programme, what has the Right2Grow programme achieved in relation to its objectives?*
2. *In the remaining life of the Right2Grow programme, what changes should be made to the programme design and implementation – to maximize the programme’s expected outcomes by end 2025?*

During the inception phase, the consultant for external review is expected to select questions that are most relevant for answering the overall MTR questions and to incorporate these into a comprehensive evaluation framework. The current preliminary sub-questions are listed below:

**1. Achievements to date on the global advocacy and advocacy level (internal review)**

1.1 What progress has been made towards the achievement of the 5-year global advocacy outcomes and contribution/influence towards Dutch level Lobby and Advocacy;

1.2 What can be said about the relationship of outputs achieved to the higher-level programme outcomes in terms of plausible contribution?

1.3 Which of the programme interventions appear to be particularly effective in producing anticipated outputs, and are most likely to contribute to programme outcomes?

1.4 How has the partnership organization (Global L&A roles, global-local teams collaboration, global teams and forums effectiveness) influenced programme delivery and learning?

1.5 What recommendations are proposed for the remaining period towards programme achievement?

**2. Global consortium level assessment (external review)**

**2.1 Partnership, collaboration and effectiveness**

2.1.1 How has collaboration between the different Global Consortium Partners and global teams; Lobby and Advocacy (L&A), Budget Monitoring and Expenditure Tracking (BMET), Mutual Capacity Development (MCD), Linking and Learning (L&L), Monitoring and Evaluation (M&E), Finance, and Partnership coordination/”B-team” created added value at global and country levels?

2.1.2 How have global teams (L&A, BMET, MCD, L&L, M&E, Finance, B-team) been effective in creating added value at global and country levels?

2.1.3 How does the global consortium lead, The Hunger Project (THP) consider its role in contributing towards effective consortium mandate/aim and programme delivery? What are the recommendations on reviewing/enhancing global facilitation, coordination and support?

2.1.4 How does current governance structure within R2G influenced consortium cooperation, coordination, and communication contribute to realization of programme goal?

2.1.5 How has consortium partners complied with partnership agreement with regard to the following;

1. How the partners keep each other informed on the progress of the programme, but also about their financial health;
2. How the partnership can be adapted;
3. Consortium member’s role in monitoring and evaluating progress in the activities for which a grant has been received and, in the projects, financed from the fund;

2.1.6 What have been the strengths and weaknesses of the Partnership in terms of the organizational aspects of programme delivery?

2.1.7 What are clear changes of roles and responsibilities at institutional and staff level that influence leadership from the south? How are these working and what can be improved?

2.1.8 What has been the added value of the Ministry of Foreign Affairs (MFA), and separately, of its embassies, to the Partnership? And what is the value added of this Partnership to the MFA?

2.1.9 What are recommendations for enhancing partnership and collaboration at global level to enhance programme delivery?

**2.2 Adaptive management (external review)**

2.2.1 How are global themes (L&A, BMET, MCD, M&E, L&L) aligned with and provide support to the principles of adaptive management approach[[3]](#footnote-4) of the programme?

2.2.2 How have cost structures across global partners been informed by principles of adaptive management approach of the programme? How has this worked and what needs to be improved?

2.2.3 How have adaptive management principles been applied in partnership organization with regard to global roles and joint steering at global level?

2.2.4 What are recommendations towards integrating and sustaining adaptive management principles in the programme?

**2.3 Shift the Power (external review)**

2.3.1 How have power imbalances in the Partnership been addressed, and how is Leading from the South/localization being advanced in the Partnership?

2.3.2 How are the R2G Consortium Partners, local partners and other R2G actors making progress on their diversity and leadership agendas?

2.3.3 What are the recommendations and possible areas of improvement towards Shift the Power in the programme?

**2.4 Cross-cutting themes (external review)**

2.4.1 How are gender, youth, climate change perspectives incorporated in the project?

2.4.2 How are the interventions meeting the gender benchmarks for the project?

2.4.3 Which innovations have been initiated/implemented during review period and what is the evidence of their effectiveness?

2.4.4 What are successes, challenges and lessons learned concerning applying a gender/inclusivity lens, climate change and innovations in both capacity strengthening and advocacy activities which can influence results?

2.4.5 What recommendations are suggested to address and sustain cross-cutting themes in the programme?

**3. Global costs (external review)**

3.1 What is the effectiveness of the cost structure and cost levels of the different global partnership roles and functions?

3.2 What are recommendations with regards to the costs structure and cost levels of these roles and functions for the remainder of the programme period?

**4. Challenges, lessons learned and good practices (mixed review: external and internal)**

4.1 What are the main challenges, lessons learned and good practices emerging regarding the Partnership collaboration? **(external review)**

4.2 What are the main challenges, lessons learned and good practices emerging regarding the implementation of programme interventions at global level? What substantive learning can be drawn from the programme implementation to date in terms of assumptions held and evidence gaps emerging around the relevance and effectiveness of interventions? **(internal review)**

4.3 What are the main challenges, lessons learned and good practices emerging regarding the monitoring of programme interventions (L&A, BMET, MCD, L&L)? To what extent are the monitoring and reporting system and requirements useful for learning and strategic policy-level exchange within the Partnership? **(internal review)**

4.4 Is there evidence that recommendations from internal reflection processes are being followed-up and there is learning from baseline and evaluations and/or reviews? **(external review)**

**4. Proposed Methodology**

The Mid-Term Review will be mainly qualitative with triangulation of data from all possible sources. Quantitative data (e.g. on outputs and outcomes achieved to date) will be sourced primarily from the information provided in the periodic reports including the result framework and annual reports. The firm/consultant(s) will suggest a rigorous methodology that will be able to provide robust information based on the MTR objectives sought.

To guide the process, the suggested methodology is expected to be making use of both qualitative and quantitative methods to answer the MTR questions. The methodology will also be expected to reveal and understand not only the “what” and the “how”, but also to place more emphasis on exploring the “why”? The approach should be able to ensure a broad outreach of stakeholders involved, allow for cross-validation of the findings as the Mid-Term Review progress and, equally important, eventually contribute to a higher buy-in of the Mid-Term Review findings by all stakeholders involved.

**For the external review components**, an external consultant will be selected to conduct the review through a restricted request for bids. For **the internal review components**, the global MTR taskforce will establish an internal review group, before end of February 2023.

The Mid-Term Review will be conducted through:

1. Desk study of available general documentation on the Dutch Ministry of Foreign Affairs - Social Development Department (DSO) and Results Frameworks, global plans and reports;
2. Interviews with R2G Steering Committee members (12 members), country leads (6 people), country thematic focal points (sampling from around 24 people), global leads and team members (8 people), global partner focal points (6 people), and B-team (2 people);
3. Focus group discussions with relevant R2G global forums;
4. Focus group discussions with selected MFA staff on the Strategic Partnership;
5. Consolidation of draft report and validation of key findings before report finalization.

### **5. Process, Deliverables and Tentative Timelines**

The terms of reference for the mid-term review is designed so as not to be rushed, and instead to offer enough time for the necessary data collection and review to prepare a thorough, thoughtful, and useful answers on all four main objectives. The final process will be designed and revised over the term of the assignment by all participating parties including the consultant. The Right2Grow partnership will hold initial meetings with the selected applicant as soon as possible in the timeline, to clarify any questions related to the assignment, and to provide necessary background documentation, data, and other materials as needed. Capacity assessments of R2G programme countries and partners will be conducted and the results will feed into the MTR process. Programme learning process whose ToR will be developed separately and conducted at the same time will feed into the MTR.

It is expected that the principles of participation, inclusiveness and co-ownership are fully embedded in the methodology. In addition, regular updates on the process are required. The applicant should address the communication process and collaboration between the different parties in their proposal. An internal review group has been established and there will be one global focal point for the consultant to go to in the course of MTR process.

*Throughout: Intended users and audience of the final product.* Considerations of the ultimate users/uses of the review should inform all evaluation decisions. We anticipate that the key audiences and end users of the report include:

* Members and partners of the partnership;
* Programme participants and stakeholders in each country. Engaging directly with this audience ensures downward accountability and for learning, inspiration and motivation;
* the Ministry of Foreign Affairs of the Netherlands (the primary donor of the programme) and the Dutch development sector in particular.

Expected deliverables:

* An inception report containing a detailed evaluation matrix - including the full list of specific evaluation questions and how they will be answered - and workplan is expected to be handed in by 31 May, in order to ensure that the MTR final report be finalized by 30 September 2023. The Dutch MFA guidance “Extra Information on the SCS MTRs ” should be followed.;
* Draft findings report (including anonymised primary data; indicative deadline: mid-August 2023);
* Methodology for and (co-)facilitation of a country and global levels validation process with the partnership;
* Final report (deadline: end September 2023) as per proposed format. The report should; Be jargon free, clear and written in an accessible fashion; Not exceed 50 pages; Include an executive summary, outline of the methodology used including limitations, findings and recommendations; Ensure the analysis is backed up with relevant data and validated, with reference to data source; and ensure the recommendations are specific and include relevant details how they might be implemented;
* Stand-alone communication products, such as a slide deck, with main findings and recommendations.

Timeline:

The duration of the assignment will be agreed upon signing the mid-term review contract considering the following indicative dates:

* Inception: by 31st May 2023
* Desk study and data collection/interview of stakeholders: June and July (to be completed by 14th July 2023)
* Draft MTR report: by 18th August 2023
* Validation workshop: by 15th September 2023
* Final report: by 29th September 2023

Efforts will be made to ensure that interim results are externally verified (e.g. justification of results and discussion on bias) and that the contribution by the partnership is validated (has the ToC worked, or were there other reasons for the results). This will be a collaborative process between R2G partnership and consultant(s) at country and global levels. Global MTR Task Force will coordinate collaboration between country and global MTR consultants where necessary, consultants will be expected to share key findings and learning in a global forum. Internally and as per Grant Agreement, the MTR report will need to be published in IATI. Based on the MTR findings and results, Right2Grow partnership can change the 5-year outcome targets with the request for adjustment of targets submitted to MFA together with the MTR supported by a rationale based on the MTR.

**6. Roles and responsibilities**

The evaluation will be commissioned by Right2Grow and the consultant/consultancy team will be accountable for its performance to Right2Grow through Global Monitoring and Evaluation Lead. Roles and responsibilities to support a smooth MTR are outlined as follows:

Global MTR Task Force:

* Endorse final version of the Terms of Reference for the MTR;
* Conduct the process to identify the consultant/consultancy team through a process in accordance with standards procedures of Right2Grow;
* Responsible for day-to-day management and administration of the MTR;
* Coordinate capacity assessment across Right2Grow countries, part of which will feed into global MTR;
* Coordinate internal Global L&A review, that will feed into global MTR
* Managing feedback from reviews of the draft report; and liaising with the consultant/consultancy team throughout to ensure the MTR is being undertaken as agreed;
* Coordinate validation and learning from MTR;
* Synthesize Global MTR report, with L&A, Partnership and Cost Structure components and country reports as Annexes
* Ensure the MTR is fit-for-purpose and serve as a key contact point for the Consultant/Consultancy team.

Consultant/consultancy team:

* Develop inception report, including evaluation matrix detailing methods, data sources and data collection tools per evaluation question; detailed methodology and tools;
* Conduct desk review and data collection/interviews of stakeholders;
* Liaise with national-level consultants where necessary to clarify/validate key findings and emerging issues;
* Compile draft report (for external review only) in line with agreed reporting format;
* Present draft report for validation;
* Compile final report
* Make brief presentation during global MTR learning session

### **7. Successful Applicants**

We invite applications that reflect a collaboration of multiple organisations for this assignment. Research institutes and/or independent researchers/consultants can collaborate in order to conduct the mid-term review, it is preferred that consultancy teams should incorporate members from the Global South. The successful applicant(s) should meet the following desired criteria, which can be covered by multiple team members:

* Master’s degree in social sciences, Organizational Development or related field and advanced skills in qualitative research methodologies;
* Demonstrable experience evaluating partnerships and collaboration of a consortium programme in multiple countries;
* Proven track record in the evaluation of advocacy programmes, gender-transformative lobbying and advocacy, policymaking and legislation, particularly in long-term assignments such as this one, that have been implemented in multiple countries;
* Knowledge of Dutch Government Development Cooperation is an asset;
* At least five years’ experience in evaluating development programmes;
* Experience in assessment of costs and costing structures of consortium arrangements/programmes;
* Knowledge of Shift the Power and collaborative programming in the Global South;
* Proven experience in layered and complex evaluations, especially in the Global South;
* Ability to work independently, take initiative and respond appropriately to constructive feedback; and
* Experience in sharing and discussing review findings with clients, in-country partners and programme participants, and within global consortia.

Applicants from the Global South are encouraged to apply. The consultancy team should not comprise current or former staff (minimum of 3 years) of any of the members or partners of the consortium (Action Against Hunger, CEGAA, Max Foundation, Save the Children, The Hunger Project and World Vision; including volunteers and board members), in order to protect the independence of the MTR.

### **8. How to Apply**

Applications for this role are open until 20th March 2023. Please send your letter of interest to hrm\_nederland@worldvision.nl, including description of approach, CVs for key consultancy team and indication of financial proposal. Interested applicants can submit any questions by 10th March 2023, there will be virtual Q&A session with potential applicants on 13th March 2023. Full technical proposal including referees for recent similar assignments and sample of recent relevant assignments will be requested for shortlisted candidates. Recruitment will be led by the Global MEAL lead from World Vision Netherlands and shortlisted applicants will be invited for a presentation and interview foreseen for the first week of April 2023.

### **Annexes**



[Global Theory of Change (TOC)](https://right2grow.org/site/assets/files/1440/r2g_toc_visual.pdf)

[Dutch MFA Guidance “extra information on the SCS MTRs”](https://right2grow.org/site/assets/files/1440/2022-09_extra_information_on_scs_mtrs.pdf)

1. https://www.government.nl/binaries/government/documenten/policy-notes/2019/11/28/policy-framework-strengthening-civil-society/Grant+instrument+PoV+FINAL.pdf [↑](#footnote-ref-2)
2. Upward and downward accountability towards the donor, towards communities and between partners [↑](#footnote-ref-3)
3. Collective decision making on programme (activities and/or budgets) adjustments based on internal or external contextual changes [↑](#footnote-ref-4)