



**Scope of Work**  
for  
**the Review of “Amashiga” Theory of Change**

**USAID\FFP Title II Program**  
**Burundi, 2014 – 2019**



**Implemented by a Consortium composed of**  
**CRS, IMC, RBU2000+, ODEDIM, BIOVERSITY, and WFP**

## A. Introduction

CRS Burundi (Catholic Relief Services), in Consortium with IMC (International Medical Corps), RBU 2000+ (Réseau Burundi 2000 Plus), ODEDIM (Organisation Diocesaine pour l'Entraide et le Développement Integral de Muyinga), WFP (World Food Program), and Biodiversity, is implementing a USAID/Food For Peace (FFP)-funded five-year Development Food Aid Program in Muyinga province, a densely-populated and under-served area with one of the highest rates of chronic malnutrition in Burundi. The goal of the program is to reduce the rate of stunting



Muyinga Province in Burundi

through sustainable improvements in child nutrition in Muyinga province, and also with a longer-term objective of capturing disseminating the learnings so that the impact in Muyinga can be replicated nationally. The central approach is through motivating and educating the entire community to jointly take responsibility to assure optimal nutrition for mothers and young children.

AMASHIGA is a Kirundi word that refers to the 3 stones that hold up a cooking pot over a fire, and the program has 3 Purposes: 1) mobilize whole communities and improve health care to reduce chronic malnutrition; 2) improve economic wellbeing through

improved agricultural production, NRM, and access to credit through SILC groups; and 3) strengthen resilience, governance, and policy implementation. through learning. An important cross-cutting component of AMASHIGA's approach is to build men's and women's motivation and skills to jointly make decisions that affect mother and child nutrition. The program also has a strong Social Behavior Change Communication component to develop and disseminate appropriate messages to the various key audiences to address critical behavioral issues that need to change in order to improve child nutrition. All the above stated purposes were driven from Amashiga Theory of Change (TOC).

The program was awarded in September 2014, and, after some security-related delays caused by the upheaval in the country around the elections in 2015, field implementation began in October 2015. A midterm evaluation of Amashiga by an independent, external consultant will be conducted in September-October 2017.

FFP requires review of project TOCs at least annually. With the delays, full implementation was not reached until October – November 2016, and the first annual review of the TOC is planned for November of 2017. AMASHIGA is among the first projects to undertake a TOC review. With encouragement from FFP, CRS would like to document and evaluate the process of this first AMASHIGA review to inform future reviews by AMASHIGA and other projects in which consortium members are involved, and to contribute to FFP's development of guidance for TOC reviews. This Scope of Work (SOW) lays out the requirements for an evaluator to observe, document and evaluate the review process and to critique the resultant revised TOC.

## Current context

The security situation in Burundi remains dynamic and unpredictable up to the present, but things were stable enough in Muyinga so that the official project launch was held in the town of Muyinga on October 1st, 2015. The program team has worked freely, without major hindrances, since then, and most activities are being implemented. Constraints due to the late approval of Amashiga Environmental assessment report have prohibited the implementation of others. The Mid-Term Evaluation will be conducted (primary data collect and analysis) in September- October 2017 and the final report is due by the end of December 2017. Preliminary MTE results will contribute to the ToC review process.

The ToC review is an “innovation” for FFP programming and is a new requirement of FFP to be undertaken, especially for new generations of Development Food Assisted Programs. FFP is keenly interested in learning from the processes to provide guidance for future reviews.

## B. Overview of the Theory of Change and activities

The goal, purposes and cross-cutting sub-purpose of AMASHIGA are stated as:

- **Goal: Sustainable, nationally replicable improvement in child nutrition in Muyinga**
- **Purpose 1:** *Chronic Malnutrition in children under 5 years is reduced*
- **Purpose 2:** *HHs in Muyinga have continuous access to adequate nutritious food*
- **Purpose 3:** *Decentralized government structures, civil society and private sector strengthen and implement effective and equitable nutrition strategies*
- **Sub Purpose X:** *Households and communities adopt gender-equitable decision making practices*

The Amashiga Theory of Change (ToC) describes how all the Outputs from its proposed interventions will contribute to and sustain outcomes that will ultimately enable achievement of the Goal. Amashiga ToC includes conditions that are not addressed by its interventions and out of its control but are necessary for the expected changes to occur in the implementation areas.

The Amashiga TOC is composed of:

- *5 Diagrams* that illustrate pathways of change from the interventions through the Intermediate Outcomes to the expected Goal. Four of the diagrams represent Amashiga three stated Purposes (above), the crosscutting gender Sub-purpose. The fifth, a global diagram, represents the full program. These diagrams show in detail the incremental steps along the pathways from intervention output to the goal. Many of the outputs support multiple pathways.
- A Narrative that adds information about the anticipated changes that cannot be easily depicted graphically. It provides references to underlying assumptions, identifies actors that control external outcomes, explains more about how Amashiga planned interventions will result in the population level changes and how the crosscutting sub-purpose is integrated into the main purposes.

### **C. Objectives of the ToC review**

The review will be led by the AMASHIGA MEAL coordinator with the support of the other members of the AMASHIGA MEAL team. Program staff, and representatives from other stakeholder groups will be brought together to review the TOC and:

- describe observed changes in conditions, considering the nature and sequence of changes, and relate the observed to the anticipated pathways of change and expected outcomes,
- identify interventions that have not been implemented and new interventions that were introduced since the TOC was developed, and consider whether existing pre-conditions will now be insufficient to assure the pathways of change,
- verify the necessity and sufficiency of all pre-conditions in the TOC diagrams to their associated outcomes,
- verify the current validity of assumptions: are they still true?
- assess the status of necessary outputs or outcomes that are controlled by other actors

and adjust the TOC diagrams and narrative to

- add, remove or replace project outputs, based on actual and current plans for interventions;
- adjust pathways and restate assumptions to reflect current knowledge about actual outcomes and the status of external factors (assumptions, outputs/outcomes of other actors' efforts)
- refine and update the TOC narrative, as needed.

### **D. ToC Review Methodology**

The TOC review is estimated to span several weeks, but the core review sessions with a broad representation of AMASHIGA stakeholders would span only about one week. In preparation for the group review sessions, the AMASHIGA MEAL team will:

- Match all outputs on the TOC to project interventions
- Identify interventions that have not begun
- Send the complete list of outputs in the TOC to the COP, DCOP and Purpose leads to check for interventions or outputs not considered in the TOC
- Identify all assumptions by Purpose
- Send lists of related assumptions to purpose leads to identify sources of information and status. Identify assumptions
  - that are not valid
  - for which there is no evidence of whether or not they are true.

- Review performance against targets to identify outputs and outcomes for which indicators are significantly under or over targets
- Select and invite individuals to participate in the review sessions
- Print large copies of the TOC diagrams

The selected project staff members, spanning from higher level management to lowest field level staff, plus other stakeholders involved with project interventions, will be brought together for a review of TOC principles and a review of pathways from the outputs of one or two key interventions per Purpose to the Goal. After the initial introduction, sub-groups formed based on the Purpose with which individuals are affiliated, will review, in detail, and appropriately revise the portions of the TOC related to their Purpose's activities. The Purpose sub-groups will meet sequentially to assure that the full MEAL team, COP, DCOP, other selected stakeholders, and the consultant evaluator can observe and participate in all of the discussions. Finally, the full review team will be convened to review the modified sections and to verify the links among Purposes.

## **E. Consultant's Roles, Responsibilities and Qualifications**

### **a. General Role and Responsibilities**

The evaluator will observe, document in detail, analyze, and evaluate the TOC review process and results. S/he should not assume a facilitation role nor actively participate as part of the review team during the review sessions. However, s/he is encouraged to provide advice or recommendations to members of the MEAL team as the process advances outside the group sessions.

Before the start of the TOC review sessions, the consultant will:

- review the current TOC, a checklist for TOC requirements that was recently developed by FFP, the Amashiga technical proposal, M&E plan, reports and other information provided approximately one month before the TOC review begins
- receive and study the current review process description and schedule plus a descriptive list of the roles and work locations of the proposed review participants, by Purpose
- evaluate the proposed review process and proposed participants and provide feedback and advice related to the process, preparation, and the implementation of the review to AMASHIGA MEAL and FFP M&E
- agree with the MEAL team and FFP M&E advisor on a preliminary list of key evaluation questions to be addressed in the final consultancy report (This list is likely to be revised over the course of the review sessions.)
- meet with the MEAL team in Burundi for a final review of the TOC review plans, the detailed schedule for the TOC review process, and the key evaluation questions, and to provide final feedback and recommendations

- Receive the final list of review participants with photos, to facilitate documentation of comments by commenters
- Gather information from review participants to assess their knowledge and perceptions about the TOC, how it is used, and its relevance to them

During the presentations and discussions, the evaluator will take copious notes and/or make video or audio recordings to:

- Record comments related to the review objections, the role of the commenter with regard to the project (i.e., job title, work location)
- Record changes made to the TOC diagrams and narrative (even if they are un-made later) and identify the key reasons for each change
- Document observations about the tone of discussion; the efficiency and effectiveness of the process; and the inclusion, exclusion, withdrawal or forceful entry of any member of the review team into discussion with some context, (e.g., during which topics of discussion or following a comment made by another member), and other salient comments about factors that may affect the review process and its outcome

Between group sessions and in breaks mid-session the evaluator should interact with the MEAL team to provide feedback about:

- factors that need immediate attention (unintentional exclusion of perspectives or voices, withdrawal of members, concerns that consensus has not been reached before topics are closed, noted skip of a step in the planned process, etc.)
- factors that appeared to positively influence the discussion
- summary observations and advice based on the analyses of the process so far
- recommendations for changes in procedures based on observations or results of analyses of the process so far
- his/her perceptions of the validity or appropriateness of the changes made to the TOC

After the TOC review sessions, the evaluator should again gather information to assess how participants' perceptions about the TOC, how it is used, and its relevance to them has changed.

### **b. Consultant qualifications**

The consultant must demonstrate that s/he is a fully qualified evaluator, e.g., showing significant formal education in program evaluation, anthropology, applied research, organizational development, sociology, or organizational change, at a post-graduate or via professional continuing-education. In addition, s/he must document:

- Practical experience evaluating processes using qualitative methods
- Demonstrated strengths in participative methods
- Previous experience with the development and application of logic models in evaluation

- Experience or training in developmental evaluation processes

The consultant must be fluent in speaking and understanding spoken French (native speaker preferred) and fluent in spoken and written English.

Experience or specialized training in developmental evaluation and the application of logic models to monitoring and evaluation is highly desired. Knowledge of the conceptual framework of food security and experience evaluating food security programming would be a plus, but are not absolutely required.

### **c. Deliverables**

After the review sessions, the evaluator will provide:

- oral summary and thorough written documentation of his/her observations of the review process, results of analyses of what appeared to work or not and why, an recommendations for future reviews of similar projects. Attention should be given to which stakeholders/staff members were better/worse informants to the various stages of the process or had the most information about the nature of changes and the related factors. The report should address questions such as:
  - preparations by the MEAL team and other members of the review team
  - the steps in the process, their sequence, and the amount of time needed for each
  - who should participate in the various steps
  - ways to frame questions or to describe tasks
  - ways to maximize participation by the best informants
  - logistics: venue, use of prints or projected images, process of capturing changes to the TOC (real time or after the sessions), etc.
  - etc.
- a critical, analytic comparison of the planned and actual review process (written)
- a critical analysis of the refined TOC
- an analysis of how participants' knowledge of the project activities and perceptions about the value, usefulness, and relevance of the TOC changed as a result of the review
- a presentation to CRS project, regional and HQ MEAL staff and the Global FFP M&E Team of the perceived value of, concerns about, and recommendations for guidelines for reviews of TOCs for similar projects (virtual or in Washington, DC area)

## **F. USAID/FFP Roles and Responsibilities**

During the review process, the main responsibility of USAID/FFP M&E Advisor/Officers will be to participate in the finalization of the review plans, to participate in the review process as

representatives of the donor (stakeholder), and to comment on drafts of the evaluator's deliverables.

## **G. Amashiga Roles and Responsibilities**

### **a. Management of the Review Process**

AMASHIGA MEAL and Program senior staff will:

- lead the development of the plans for the TOC review,
- brief the consultant about draft review plans and keep him/her apprised of changes to the plans
- assure the completion of the preliminary work needed to prepare for the review sessions
- invite participants and provide a list to the consultant that also identifies each participant's role relative to the project
- secure an appropriate venue for the sessions
- lead the group review sessions
- make themselves available to the consultant to receive feedback and respond to questions before and during the review process
- make real-time adjustments to the TOC diagrams and narrative in accordance with the TOC review results, and
- make changes to the project LogFrame, IPTT and other elements of the M&E Plan, as required based on the revisions of the TOC.

### **b. Secondary data**

Before and during the review process, Amashiga staff members will provide the project proposal, ToC diagrams, other MEAL plan components, and other relevant reports and data to the consultant.

### **c. Logistics and administrative supports**

Amashiga staff will support the logistics and administration as follow:

- Arrange meetings between the consultant and stakeholders, as requested, during the review process
- Provide administrative support such as communication (internet), photocopying, printing, etc.
- Provide advice and logistical and security support related to international and local travel, including providing regular security updates/briefings and organizing local hotel and travel in CRS vehicles.

- Inform the consultant about relevant national and local formalities that need to be adhered to while in-country.
- Organize the review workshop; select and invite all the participants;
- provide a list of all participants, with descriptions of their roles in the project, contact details, and photos

### Timeline of Deliverables

Amashiga estimates up to 28 billable days for this assignment, including 10-13 days of in-country work; 10-14 days of out-of-country work, and up to 4 days of international travel.

<b>Date</b>	<b>Task/Deliverable</b>	<b>Duration (work days)</b>
	Desk review of Amashiga proposal, MEAL plan, including ToC diagrams and narrative and LogFrame, and reports and initial discussions with AMASHIGA and FFP about the review plans.	3-4 days
16 -17 November 2017	In-country briefing by and feedback to the AMASHIGA MEAL team on the final ToC review plans	2 days
20 -24 November 2017	Observation of the review sessions and meetings with MEAL team as the sessions proceed	5-6 days
27-30 November 2017	Initial analysis, oral debrief, and formation of recommendations with MEAL team in Burundi	3-4 days
15 December 2017	Drafting & finalization of written reports and presentation to CRS and FFP	7-8 days
14-15 November 2017 and 1-2 December 2017	Travel to/from Burundi	4 days