



Independent CRP-Commissioned External Evaluation of the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH)

Volume 2: Annexes A – G

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RESEARCH
PROGRAM ON
Agriculture for
Nutrition
and Health

Led by IFPRI

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ANNEX A – EVALUATION QUESTIONS AND SUB-QUESTIONS

EQ1 Is A4NH on course to achieve its planned outputs, outcomes and impacts, including the CGIAR’s SLOs and IDOs? Why or why not?
1.1 Have different partners in the CRP (Flagships, Centers, etc.) delivered planned outputs and immediate outcomes? Is it likely that expected impacts will be achieved?
1.2 Have there been significant unplanned outputs and/or outcomes?
1.3 What factors have helped or impeded delivery in different areas? (see also EQs 2 and 3)
1.4 Is A4NH coherent, i.e., have Flagships and individual research lines contributed strategically to overarching aims and outcomes?
EQ 2 Within the CGIAR, has A4NH added value in comparison to the pre-reform ways of doing business? Have the advantages of working through a CRP, within the reformed structures and systems, outweighed the disadvantages?
Subquestions: What have been the effects of the CRP (as currently operating with CGIAR systems) on key aspects of research planning and implementation - in particular impact orientation, focus on gender and equity, coordination of research, and performance management - across the CGIAR and partners? Has science quality been maintained or improved? What have been the negative effects of the new structure and systems, if any? (See also EQ 4.2.2 about the appropriate balance between working across the CGIAR and other areas of A4NH work)
Areas to examine:
2.1 Impact orientation (includes gender and equity issues)
2.2 Coordination
2.3 Systematic approach to performance management
2.4 Science/ research quality and innovation
2.5 Negative effects: includes stability of funding, demands on researchers and transaction costs (issues raised by stakeholders in inception phase)
2.6. Other unexpected positive or negative effects
EQ3 Does A4NH have the right resources, systems and approaches to partnerships to deliver on its objectives?
3.1 Does the CRP (as currently operating within CGIAR systems) have effective and efficient management and governance systems?
3.2 Is the CRP selecting, developing and managing partnerships appropriately to achieve objectives and sustain benefits?
EQ4 Is the scope and focus of A4NH relevant and appropriate?
4.1 Internationally, within the changing national and international context and architecture, how has A4NH added value to date? Could its scope and focus be improved to increase its international ‘value-added’?
4.2 Is there an appropriate balance within and among the three main areas of work of A4NH - i.e. A4NH’s research, working across the CGIAR, and influencing international policy?
4.2.1 A4NH work area 1: International research on agriculture, nutrition and health and the A4NH “niche”
4.2.2 A4NH work area 2: Improving what the rest of the CGIAR does to attain the Nutrition and Health System Level Outcome
4.2.3 A4NH work area 3: Improving national and international policy and practice on agriculture, nutrition and health
4.3 Within the CGIAR, has the exclusive focus of A4NH on the Nutrition and Health System Level Outcome (‘SLO2’) been appropriate? What are the implications for how A4NH should position itself in future with regard to the new Strategic Results Framework?

Source: *The Evaluation Inception Report: table originally extracted from the Evaluation Terms of Reference, with some wordings slightly modified by the evaluation team*

Core team

Julia Compton, Team leader

Julia is an independent consultant with a focus on evaluation, food security and nutrition, agriculture and rural development. She studied agricultural science and agricultural economics at Reading University, Wye College and Imperial College (London), and her doctorate was concerned with participatory research with farmers and women maize traders in Ghana. She has experience in over 20 countries, including long-term contracts in the Ministries of Agriculture of Mozambique and Ghana, and for the UK Natural Resources Institute. She spent ten years in the UK Department for International Development (DFID) initially as an adviser on rural livelihoods and economic growth, and most recently as deputy head of DFID's Evaluation Department. Her recent work includes support to the evaluation units of CGIAR (IEA), FAO and the IAEA, and quality assurance on the 2015 evaluation of the Scaling Up Nutrition movement. Julia also writes and tutors for a distance learning master's degree program for the University of London, in particular on food security, nutrition and social protection.

Diana McLean, Specialist in research evaluation

Diana has worked in agriculture and food security programming in developing countries since 1980. As Regional Agronomist for West and Central Africa with USAID, and as a research officer with the International Service for National Agricultural Research (ISNAR), she has designed, monitored and evaluated diverse programs, projects and institutions in agricultural research, research management, extension, irrigation, post-harvest technologies, commodity chains, resettlement and food aid. She has facilitated training in project development, research management and results-based management in Africa and Asia. Recent assignments include team leader of the MOPAN performance assessment of FAO (2014), IEE food security expert for the UN High Level Task Force on Global Food Security Coordination Team (2013), Technical Advisory Committee Member of GAFSP (ongoing), Scientific Advisory Committee member of the IDRC Canadian International Food Security Research Fund (2012-2015), convener of the Canada-CGIAR Linkage Fund; monitor and food security advisor (18 years) of the Ghana Grains Development Project (NARS/CIMMYT/IITA) and the CIDA Ghana Food Security Program. She served six years on the Board of the West Africa Rice Development Association (now Africa Rice Center).

Ben Emmens, Specialist in management, human resources, and partnerships

Ben is a senior consultant with more than 20 years management and leadership experience. He has particular expertise in human resources management and organization development in the non-profit sector where he has consulted, taught and written on organizational strategy, governance, leadership development, collaboration and partnerships, capacity assessment and development, and a wide range of people management issues. He has worked in more than 35 countries around the world, for well-known nonprofits including UNICEF, UNHCR, the Red Cross, Oxfam, CARE, Save the Children, World Vision, IWMI and World Fish. Ben is currently a Director of the Conscious Project; prior to 2012 he was a

Director at People In Aid, a global network of more than 200 INGOs, and prior to 2003 he worked at Save the Children and in the private and public sectors. Ben has a masters (MA) in Personnel & Development (University of Westminster, UK), and a bachelors (BA Hons) in French with Spanish (University of London, Goldsmiths' College). He is a certified member of the Chartered Institute of Personnel and Development, and became a fellow of the Royal Society of Arts in 2013. He is a partnership broker and a member of the Partnership Brokers Association.

Mysbah Balagamwala, Evaluation analyst (assigned by A4NH to the team)

Mysbah is a Research Analyst for the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH) at the International Food Policy Research Institute (IFPRI). Prior to joining IFPRI she was a Research Associate at the Collective for Social Science Research in Karachi, Pakistan where she worked on evaluations and impact assessments of election programs, school feeding initiatives and social protection programs. She has contributed to research for the 'Leveraging Agriculture for Nutrition in South Asia' (LANSA) research consortium and the IDS-Oxfam led 'Life in a Time of Food Price Volatility' project. Mysbah has an MSc in Economics from the University of Warwick.

Expert panel

Bonnie McClafferty

Bonnie McClafferty is the director of agriculture and nutrition at the Global Alliance for Improved Nutrition (GAIN), where she is responsible for overseeing the portfolio of projects that sustainably weave nutrition into food systems. McClafferty is GAIN's lead architect of the Marketplace for Nutritious Foods, a platform that strengthens networks, fosters innovation and provides investment to transform local agriculture into affordable and nutritious foods. Prior to joining GAIN, McClafferty spent 12 years as one of a team of leaders at HarvestPlus, based at the International Food Policy Research Institute, in Washington, D.C. She currently serves as senior program advisor to the Global Agriculture and Food Security program, sits on the Technical Advisory Committee of Helen Keller International and holds several other board positions.

Festus Murithi

Festus Murithi is a Kenyan currently working for the Kenya Agricultural and Livestock Research Organization (KALRO) as an Assistant Director in-charge of the Socio-economics and Applied Statistics Research program. He obtained his PhD degree in Agricultural Economics from Reading University-UK in 1998. He coordinates a team of 90 researchers at KALRO in implementing socio-economics and applied statistics research projects. His research interests include assessing the economic viability and social acceptability of research interventions generated by KALRO and partners to ensure they lead to desired people level impacts in terms of food and nutrition security, income generation and environmental sustainability. He is specifically involved in conducting economic analysis of research technologies; priority setting, input-output markets research, adoption and impact assessment of projects analysis and formulation of agricultural policies in relation to improving agricultural productivity and returns to investments in the agricultural sector; and assessing institutional capacity and development issues.

Haris Gazdar

Haris Gazdar works as a Director and a Senior Researcher with the Collective for Social Science Research, which is a small independent organization that specializes in research on social policy and political economy issues in Pakistan. He has taught as well as conducted academic research in the UK, India, and Pakistan. Besides his academic and consultancy assignments, he has worked on an honorary basis as adviser to research programmes, government and non-governmental organizations, and political parties. The Collective is part of the six-partner Leveraging Agriculture for Nutrition in South Asia (LANSA) Research Policy Consortium. Haris Gazdar is a principal investigator in a number of LANSA studies, and is a member of the Consortium Steering Group and the Core Management Team.

Robert Bos

Robert Bos is a Dutch public health biologist (University of Amsterdam) who completed a 32-year career with the World Health Organization in February 2013; the last four years he was Coordinator of WHO's Water, Sanitation, Hygiene and Health Program in the Department of Public Health and Environment. After a first assignment in Costa Rica, in 1983 he started work at WHO HQ/Geneva for the joint WHO/FAO/UNEP Panel of Experts on Environmental Management for Vector Control (PEEM), with the remit to promote environmental management measures to protect health in the context of water resources development by minimizing risks of vector-borne disease transmission (e.g. malaria, filariasis, schistosomiasis). From 1996 the scope of his responsibilities evolved to cover a broader area of work on the human health dimensions of water resources development and management, including capacity building in health impact assessment, health dimensions of IWRM, economic evaluation and burden of disease studies of water interventions for health, and the safe use of wastewater, excreta and greywater in agriculture and aquaculture. He worked extensively with CGIAR institutions: IRRI, IIMI/IWMI, WARDA, ISNAR and IFPRI, on the links between agricultural development, water management, environment and health.

Simplice Nouala

Simplice Nouala has been the Chief Animal production officer at the African Union – InterAfrican Bureau for Animal Resources (AU-IBAR) for 9 years of his almost 30 years' experience; he is in charge of production systems and ecosystems management and policy and institutional capacity development. Through several interactions with research institutions, he is currently active in mainstreaming research findings into the policy making process at regional and continental levels and has led the development of a tool/framework to include livestock priorities into the national and regional agricultural agenda in the framework of the Comprehensive African Agricultural Development Program (CAADP). He is a member of the Guiding Group of the Global Agenda in support of sustainable livestock development; he has a vast experience and knowledge of the animal resources landscape in Africa and has made major contributions to shaping the animal resources development agenda on the continent. He holds a PhD from the University of Hohenheim, Stuttgart- Germany and a specialization in tropical animal health and production from the Institute of Tropical Medicine in Antwerp, Belgium.

ANNEX C – EVALUATION WORKPLAN (INCLUDING COUNTRY VISITS)

Task	Responsibility	Fall 2014	Jan	Feb	March	April	May	June	July	Aug	Sept+
PREPARATORY PHASE/RECRUITMENT											
Core team start		JC	DM, BE, MB								
INCEPTION PHASE/ REPORT											
MAIN PHASE											
Analyses of data and documentation											
Review of CRP documentation	ET (all)										
Analysis of projects and deliverables	ET (MB/JC)										
Project document analysis	ET (DM/MB/JC)										
Working with people: self-evaluations, interviews, groups, surveys and observation											
Self-evaluation exercises	EM and ET (JC/DM)				PMC & CFPs			Gender			
Observation of key CRP-related meetings (listed in notes below)	ET (JC/DM)	1,2,3		4	5,6,7	8		9			
Partner country visits / interviews (countries in notes below)	ET (JC/DM/BE)					Bd	Ind	Ky	Nig (skype)		
CGIAR Center visits (Centers in notes below)	ET (JC/BE/DM)	A			B	C	D	E			
Focus groups: Evaluation Question 2	ET (DM)										
Discussion groups: A4NH boundaries	ET (JC)										
Staff mini-survey	ET(DM/MB/JC)										
Mini-survey on seed grants	ET (MB/JC)										
Expert partner survey (for EP)	ET (JC/MB)										
Other interviews (see Annex D)	ET (JC/DM/BE)										
Expert Panel (EP)											
Expert Panel 1st virtual meeting	ET (DM)										

Key

■	Activity
■	Consultation
■	Draft available
■	Final report available
■	A4NH Phase II pre-proposal deadline

Task	Responsibility	Fall 2014	Jan	Feb	March	April	May	June	July	Aug	Sept+
Prepare briefs and templates for EP	ET (JC/MB)				■	■					
Expert Panel 2nd meeting London	ET (DM)					■					
Expert panel: report of findings	ET (DM)						■	■	■		
ANALYSIS AND FEEDBACK											
Data analysis	ET (all)				■	■	■	■			
Presentation of preliminary findings and feedback	ET (JC)							■			
MAIN REPORT AND FOLLOW-UP											
Main report draft	ET (JC/all)							■	■		
Circulation and comments on draft	EM								■		
Final report 13 August	ET (JC/all)									■	■
Management response	A4NH/PMU/EM									■	■
Pre-proposal deadline for A4NH Phase II	A4NH PMU										■
Dissemination	EM										■

Notes on responsibilities – ET – Evaluation team; JC – Julia Compton; BE – Ben Emmens; DM – Diana McLean; MB – Mysbah Balagamwala; EP – Expert Panel
PMU – A4NH Program Management Unit; EM – Evaluation Manage (Nancy Johnson)

Notes on meetings observed: 1-Independent Advisory Committee IAC annual meeting; 2- A4NH donor meeting; 3- CGIAR Gender-Nutrition Workshop; 4- Potential of Animal Source Foods for human nutrition meeting; 5 - IFPRI RISE; 6 - A4NH Program Management Committee and Center Focal points meeting; 7 - Aflatoxin coordination meeting;; 8 – A4NH public health consultation meeting, Nairobi; 9 - LCIRAH conference and launch of ANH Academy

Notes on countries: Bd – Bangladesh (JC), In – India (DM), Ky – Kenya (JC and BE), Nig – Nigeria (by skype) (DM)

Notes on CGIAR Center visits – HQ unless otherwise stated – A – IFPRI/Bioversity; B- IFPRI, C-IFPRI/CIP/WF/IRRI (Bangladesh offices); D – ICRISAT; E – ILRI/ICRAF

ANNEX D – LIST OF PEOPLE CONSULTED

Note: Insofar as possible people have been categorized below by their *primary* role in relation to this evaluation. Many people have several roles and responsibilities, some of which are not listed here. People consulted in the inception phase only have been marked by I. PMC – Program Management Committee, IAC – Independent Advisory Committee

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
A4NH Director and Flagship Leaders				
John McDermott	Director – A4NH	X	X	X
Alan de Brauw	Senior Research Fellow, IFPRI; A4NH Flagship 1 Leader for Value Chains for Enhanced Nutrition; on PMC			X
Delia Grace	Program Manager ILRI; A4NH Focal Point in ILRI; A4NH Flagship 3 Leader for Prevention and Control of Agriculture-Associated Diseases; on PMC		X	X
Howarth Bouis	Program Director – Harvest Plus; A4NH Flagship 2 leader for Biofortification; on PMC	X		
Marie Ruel	A4NH Flagship 4 Leader for Integrated Agriculture, Nutrition and Health Programs and Policies (IPP) ; Division Director – Poverty Health and Nutrition (PHND)IFPRI; on PMC	X		X
Stuart Gillespie	Senior Research Fellow, IFPRI and co-leader of Flagship 4; on PMC		X	
Key committees: A4NH Independent Advisory Committee (IAC), IFPRI Board of Trustees (BOT), A4NH Program Management Committee (PMC), HarvestPlus Program Advisory Committee (PAC)				
Mary Amuyunzu-Nyamongo	IAC: Executive Director and co-founder, African Institute for Health and Development, Kenya	X		
Kym Anderson	Chair of IFPRI Board of Trustees ; Foundation Executive Director of the Centre for International Economic Studies at the University of Adelaide		X	
Jeroen Bordewijk	Member of IAC and HarvestPlus PAC: Former Senior Vice President, Supply Chain Excellence Programme (retired) Unilever, Netherlands		X	
Mahendra Dev	Member of IAC, IFPRI BOT and HarvestPlus PAC: Director, Indira Gandhi Institute of Development Research, India		X	
Pat Murphy	Head of Audit Committee of HarvestPlus PAC; Vice-President (Retired) Bank of America, USA		X	
Robert Paarlberg	Member of IAC: Professor of Political Science (Betty Freyhof Johnson Class of 1944 Professor), Wellesley College, USA		X	
Emmy Simmons	Member of IAC: Former Assistant Administrator, United States Agency for International Development (USAID)		X	
Jeff Waage	External member of PMC: Director of the London International Development Centre and Chair of the Leverhulme Centre for Integrative Research on Agriculture and Health (LCIRAH)	X		X
A4NH Program Management Unit				
Amanda Wyatt	Program Manager	X	X	X

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Kimberly Keeton	Communications Specialist		X	
Tigist Defabachew	Senior Admin Coordinator / Contract & Grants Administrator	X	X	
A4NH Center Focal Points (CFPs)				
Bussie Maziya-Dixon	Crop Utilization Specialist, IITA; A4NH CFP for IITA	X		X
Gina Kennedy	Theme Leader, Diet Diversity for Nutrition and Health, Bioversity; Research leader of Nutrition-sensitive landscapes; CFP in Bioversity; on PMC	X		X
Gordon Prain	Head, CIP Social and Health Sciences; A4NH CFP for CIP	X		X
Maya Rajasekharan	Head, Program Coordination CIAT; A4NH CFP for CIAT	X		X
Ramni Jamnadass	Global Research Program Leader, A4NH CFP for ICRAF	X		X
Ray-Yu Yang	Nutritionist; CFP for AVRDC World Vegetable Center	X		
Shakuntala Haraksingh Thilsted	Senior Nutrition Scientist, WorldFish and A4NH CFP for WorldFish	X		X
Stefania Grando	Director of Program, Dryland Cereals; A4NH CFP for ICRISAT	X		X
CGIAR Central Institutions and Programs				
Frank Rijsbersman	Chief Executive Officer, CGIAR Consortium		I	
Wayne Powell	Chief Science Officer, Consortium Office		X	
Karmen Bennett	Senior Governance Adviser, CGIAR Consortium		X	
Margaret Gill	Chair, CGIAR Independent Science and Partnership Council		X	
Jonathan Wadsworth	Executive Secretary of the CGIAR Fund Council and Head of Fund Office		I	
Rachel Bedouin	Head of Independent Evaluation Arrangement		X	
Adam Avni	Senior Internal Auditor, CGIAR		X	
Javier Ekboir and Christina Sette	Coordinator and Knowledge Sharing and Learning Specialist, Institutional Learning and Change Initiative, Bioversity			I
Funding agencies				
Claudia Piacenza	Rural Livelihoods Adviser, DFID Kenya	X		
Rachel Lambert	Senior Livelihoods Adviser, Agriculture Research, DFID	X		
David Radcliffe	Senior Advisor for Agricultural Research for Development, DG Development and Cooperation, European Commission		I	
Eiju Pehu and Lynn Brown	Science and Technology Advisor and Food and Nutrition Security Advisor, Agriculture and Rural Development, World Bank			X
Laura Birx and Shelly Sundberg	Agriculture-Nutrition Program Officer and Program Officer Nutrition Team, Bill & Melinda Gates Foundation	X		
Maura Mack and Ahmed Kablan	Health Development Officer and International Nutrition and Public Health Research Adviser, Feed the Future, USAID		I	
Melissa Wood	Director, Australian International Food Security Research Centre, Australian Centre for International Agriculture Research		I	
Merle Faminow	Program Manager – Agriculture and Food Security Program, IDRC		I	
Senior decision makers in Centers working with A4NH and leaders of other CRPs working on NH				
Shenggen Fan	Director General, IFPRI; on IAC	I		I
Rajul Pandya Lorch	Head 2020 Vision Initiative and Chief of Staff, IFPRI		I	I

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Jimmy Smith	Director General, ILRI	X		X
Iain Wright	DDG-R- ILRI Deputy Director General for Research			X
Shirley Tarawali	Assistant Director General, Institutional Planning and Partnerships, ILRI			X
Isabelle Baltenweck	Interim Program Leader, Livelihoods, Gender, Impact and Innovation ILRI			X
Ravi Prabhu	Deputy Director General for Research, ICRAF	X		X
Athanase Mukuralinda	ICRAF Country Representative, Rwanda		X	
Stephan Weise	Deputy Director General for Research, Bioversity	I		
Carlos Sere	Senior Advisor on Strategic Partnerships and Global Initiatives, Bioversity	I		
Ylva Hillbur	Deputy Director General for Research, IITA; on IAC			I
Patrick Dugan	Deputy Director General for Research, WorldFish; and Director Aquatic Agricultural Systems CRP		I	
Craig Meisner	Country Director for Bangladesh at WorldFish			X
Kevin Kamp	Country Manager for WorldFish in Bangladesh	X		
Akhter Ahmed	Chief of Party of the Policy Research and Strategy Support Program for Food Security and Agricultural Development; Senior research fellow, IFPRI, Bangladesh	X		X
Shawkat Begum	Chief of Party (CoP) at International Potato Center, Bangladesh			
Paul Fox	Member Secretary of the CGIAR Advisory Committee in Bangladesh and Country Representative of IRRI Bangladesh			X
Thakur Tiwari	Country Representative of CIMMYT Bangladesh			X
Bill Collis	Senior Project Leader, CIMMYT Bangladesh			X
Kwesi Atta-Krah	Director, Humid Tropics CRP	I		
Thomas Randolph	Director, Livestock and Fish CRP	X		
James Kinyangi	CAAFS Regional Program Leader, East Africa	X		
Stakeholders relating to human resources, capacity building and partnerships				
Sherrian Roggeband	Head of HR, IFPRI		X	
Suresh Babu	Head of Capacity Strengthening, IFPRI		X	
Teunis van Rheenen,	Head of Partnerships/Business Development, IFPRI		X	
Francesco Finnochio	Director, HR, Bioversity		X	
Per Rudebjer	Head Knowledge and Capacity, Bioversity		X	
Michelle Rodrigo	Head Grants and Contracts, CIP		X	
Jarvis, Andy	Decision and Policy Analysis Research Area Director, CIAT		X	
Zandstra, Andre	Head, Partnership & Donor Relations, CIAT		X	
Bernal Gomez, Mario	Human Resources Management, CIAT		X	
Thom Sprenger	Global Manager, Strategic Alliances, Harvest Plus		X	
Margaret Kroma	ADG Partnerships, Capacity Development, Impact and Extension, ICRAF	X		
Idah Ogo	HR Manager, ICRAF	X		
Mehmood Hassan	Head of Capacity, ICRAF	X		X
Christine Larson-Luhila	HR Director, ICRAF	X		
SS Sharat Kumar	Director, HR, ICRISAT		X	
Kenton Dashiell	DDG Partnerships and Capacity, IITA		X	

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Lilian Mendoza	Head, Human Resources, IITA		X	
Zoumana Bamba	Head Capacity Development Unit, IITA		X	
Shirley Tarawali	Assistant DG, Institutional Planning and Partnerships, ILRI		X	
Patricia Chale	Director, People and Organisational Development, ILRI		X	
Iddo Dror	Head of Capacity Development, ILRI, Coordinator of Capacity Development Community of Practice, CGIAR	X	X	X
Robert Nzokia	Head of Finance, ILRI	X		
Diane Willis	Director People and Org Development , WorldFish	X		
Alain Vidal	Senior Partnerships Advisor, CGIAR Consortium		X	
Nadia Manning-Thomas	Partnerships Advisor, CGIAR Consortium		X	
Gender specialists				
Agnes Quisumbing	Senior Research Fellow, PHND, IFPRI	X		
Hazel Malapit	Gender research coordinator, A4NH, PHND	X		
Jacqueline Ashby	Senior Gender specialist, CGIAR Consortium		X	
Sophie Theis	Research Analyst, PHND, IFPRI		X	
Center Communications and Knowledge Officers				
Andrea Pedolsky	Head of Publications Unit, IFPRI			X
Luz Marina Avare	Head of Knowledge Management, IFPRI			X
Tamar Abrams	Head of Outreach, IFPRI			X
Peter Ballantyne	Communications and Knowledge Management Officer, ILRI/Addis		X	
BANGLADESH				
Md Khairul Bashar	Country Director, HarvestPlus	X		X
Md. Alamgir Hossein	Principal plant breeder, CIAT-HarvestPlus /BRRI	X	X	
Partha Biswas	Principal Scientific Officer, Plant Breeding Division, Bangladesh Rice Research Institute	X		X
HarvestPlus Bangladesh senior staff:	Enamul Kabir, Agricultural Research & Development Officer; Wahidul Amin, Senior Specialist, Monitoring & Evaluation; Abu Hanifa, Administrative Coordination Officer and colleagues			X
Tim Russell	Head of CSISA Project, IRRI	X		
HarvestPlus zinc-rice partners	Harun-Ar-Rashid, Executive Director, Agricultural Advisory Society (AAS); Shaikh Tanveer Hossain , Chief Agriculture Coordinator, Friends in Village Development (FIVDB) ; Zahid Hossain, Director, Livelihood Enhancement Program, FIVDB; Mahbulul Islam, Development Policy Advisor, Christian Commission for Development in Bangladesh (CCDB); Fakrun Nahar, Executive Director, Voluntary Rural Development Society (VRDS); Nilufa Nasreen Rima, Executive Director, Shawdesh Unnayan Kendra (SUK)			X
Sumitro Roy	Chief of Party Alive & Thrive and SHIKHA Project, Family Health International 360	X		

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Raisul Haque,	Programme Head, Health Nutrition and Population, BRAC (Alive & Thrive partner)	X		
Mir Ali Asgar	Deputy Chief of Party, AVRDC/CIP USAID project			X
Mohammed Hossain	Potato sector leader, AVRDC/CIP USAID project			X
S.S.R.M. Mahe Alam Sorwar	Senior Sector Specialist, Development Activities, Seed and Agro Enterprise, BRAC (AVRDC/CIP USAID project partner)	X		
Dr Shrikant	Senior scientist, PROSHIKA (AVRDC/CIP USAID project partner)	X		
Tajmary Akter	Gender Specialist, AVRDC/CIP USAID project			X
Md Farrukh Ahmed	M&E specialist, USAID CIP-AVRDC Project			X
Manika Saha	Research Associate, Nutrition, WorldFish	X		
Jessica Bogard	Ph.D. scholar, University of Queensland, Australia, and World Fish	X		
A.K.M. Humaun Kabir	Factory Owner, Mark Foods (Dried fish partner)	X		
Md Aminul Islam	Head, Food Safety Research Group & Food Microbiology Laboratory Unit Centre for Food and Waterborne Diseases (CFWD) International Centre for Diarrhoeal Disease Research, Bangladesh (icddr,b) (Dried fish partner)	X		
Osagie Aimuwu	Agricultural Development Officer, USAID Bangladesh			X
Percy Wilson	Agricultural Officer, USAID Bangladesh			X
MA Sobhan	Research Consultant, UBINIG (Policy Research for Development Alternative)	X		
INDIA				
A.Ashok Kumar	Senior Scientist, Sorghum Breeding, Dryland Cereals			X
Abhilasha Vaid	Communications Specialist, POSHAN, S Asia Office, IFPRI			X
Aparajita Dasgupta	International Initiative for Impact Evaluation (3iE)	X		
Aparna John	Research Analyst, POSHAN, IFPRI			X
Atul Dogra	Research Associate, ICARDA (Center Lead meeting)			X
Avinash Kishore	Associate Research Fellow, Pulse Innovations Project, IFPRI			X
B, Mishra	Former Vice Chancellor, SKUAST of Jammu, J&K and Former Director Wheat Research, Karnal, and Rice Research, Hyderabad, Pulse Innovations project			X
Binu Cherian	Country Manager, HarvestPlus, ICRISAT			X
Bradley Franklin	Post-Doc Fellow, Economics, IWMI (Center Lead meeting)			X
Ch. Sridhar	Senior Manager/CRP Finance Officer, ICRISAT	X		
Devashree Nayak	Research Associate, ICRAF (Center Lead meeting)			X
Devesh Roy	Research Fellow, Pulse Innovations Project			X
H.T. Patel	Mahatma Phule Krishi Vidyapeeth University, Pearl millet H+ partner		X	
Hari D. Upadhyana	Director, Genebank and Groundnut Breeder, Aflatoxin group, ICRISAT	X		
Hari Kishan Sudini	Senior Scientist, Groundnut Pathology, Aflatoxin group, Grain Legumes, ICRISAT	X		X
Jyotsana Dua	Senior Administrative Coordinator, IFPRI S Asia Office	X		

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
K.Vijay Krishna Kumar	Visiting Scientist, Aflatoxin group, ICRISAT			X
M. Govindaraj	Scientist, Pearl Millet Breeding, H+, Dryland Cereals, ICRISAT	X		X
Mohinder Singh Kadian	Senior Scientist, CIP (Center Lead meeting)			X
Neeraj Sharma	Spec. Project Scientist, Bioversity, S Asia Regional Office (Center Lead meeting)			X
Neha Kohli	Research Analyst, POSHAN, IFPRI			X
Neha Raykar	PHFI, Lead Economist, post-doc fellow, roles in Transform Nutrition and POSHAN	X		
P.K. Joshi	Director, IFPRI South Asia Office, Delhi	X		X
Pallavi Rajkhowa	Senior Research Assistant, Pulse Innovations Project, IFPRI			X
Parul Tyagi	Research Analyst, POSHAN, IFPRI			X
Praduman Kumar	Former Professor, Ag Economics-IARI, Ag Econ Research Associate (AERA), New Delhi, Pulse Innovations project			X
Purnima Menon	Senior Research Fellow, POSHAN, PHND, IFPRI	X		X
Raj Chandra	Senior Research Assistant, Pulse Innovations Project			X
Rasmi Avula	Research Fellow, POSHAN, PHND			X
S.K. Gupta	Senior Scientist, Pearl Millet Breeding, H+, Dryland Cereals, ICRISAT			X
Samik Gosh	Senior Research Analyst, Pulse Innovations Project, IFPRI			X
Santosh P. Deshpande	Scientist, Dryland Cereals, ICRISAT			X
Srivardhini K. Jha,	IFPRI consultant (by Skype), Pulse Innovations project		X	X
Surabhi Mittal	Senior Scientist, Agricultural Economics, CIMMYT India (Center Lead meeting)			X
Suvankar Mishra	Executive Director, eKutir Rural Management Services Ltd., Pulse Innovations project partner			X
U. Naya Manpala	Scientific Officer, Aflatoxin group, Grain Legumes, ICRISAT			X
V.N.Kulkarni	Vice-President, R&D, JK Agri-Genetics Ltd., Hyderabad, pearl millet H+ partner	X		
Vibha Dhawan	Dep. Dir., Borlaug Institute for South Asia (BISA) (Center Lead meeting)			
Vincent Vadez	Asst. Dir/Principle Scientist, Dryland Cereals Program	X		
KENYA				
Lusike Wasilwa	DG/Dep Dir -Head of Cropping Systems, Kenya Agriculture and Livestock Research Organisation (KALRO)			
Victor Wasike	KALRO: National project coordinator for Biodiversity for Food and Nutrition (BFN) Project			
Festus Murithi	Head - Socio-Economics and Policy Development Research Unit, Kenya Agricultural and Livestock Research Organization (KALRO)	X		
CelineTermote	Senior Researcher, Bioversity: Nutrition Sensitive Landscapes	X		
Joseph Karugia	Director of Regional Strategic Analysis and Knowledge Support System East and Central Africa (ReSAKSS-ECA)	X		
Stella Massawe	Monitoring and evaluation analyst, ReSAKSS-ECA	X		

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Stepha McMullin and Katja Kehlenbeck	Scientists, ICRAF	X		
Bernard Bett	Senior Scientist, ILRI; Kenya country lead, Dynamic Drivers of Disease in Africa Consortium (DDDAC)	X		
Mohammed Said	Agricultural and consumer economist, ILRI			
Johanna Lindahl	Post doctoral scientist, ILRI	X		
DDDAC partners	<ul style="list-style-type: none"> Salome Wanyoike - Veterinary Epidemiologist and Head of Veterinary Epidemiology and Economics Unit, Department of Veterinary Services, Ian Njeru - Medical Epidemiologist and Head, Division of Disease Surveillance and Response, Ministry of Public Health Rosemary Sang – Arbovirologist, Kenya Medical Research Institute Salome Bukachi – Anthropologist, Institute of Anthropology, Gender and African Studies, University of Nairobi. 			X
Thomas Zum Felde	Nutritional Quality Assurance and Enhancement Network (NQAEN)		X	
Paula Dominguez Salas	Public Health Nutritionist, ILRI/Royal Veterinary College		X	
Jane Poole	Head of Research Methods, ILRI	X		
Eric Fevre	Professor of Veterinary Infectious Diseases, University of Liverpool	X		
Pablo Alarcon	Research Fellow in Food Systems, Royal Veterinary College		X	
Spencer Henson	Professorial Fellow Institute of Development Studies Sussex UK		X	
Jan Low	Regional Leader, CIP-SSA and Leader of the Sweetpotato for Profit and Health Initiative at International Potato Center	X		
Rikka Trangsrud	Program Leader, PATH Kenya (Mama Sasha partner)		X	
Gladys Nabiswa	CREADIS (Mama Sasha partner)		X	
Macdonald Wesonga	ADAF - Project investigator (Mama Sasha partner)		X	
Mildred Anyango	ADAF -Project coordinator (Mama Sasha partner)		X	
Catherine Wamachali	Field Extension officer, Min of Agriculture Kenya (Mama Sasha partner)		X	
Nester Mashingaidze	Mainstreaming biodiversity conservation and sustainable use for improved human nutrition and well-being – Biodiversity for Food and Nutrition Project		X	
NIGERIA				
Lawrence Kaptoge	Aflasafe project, IITA			X
Ranjit Bandyopadhyay	Aflasafe project, IITA			X
Tahirou Abdoulaye	PI, H+ cassava adoption trials project, IITA		X	
Other A4NH-related researchers outside visit countries				
AAD Flagship/Vietnam (EQ2)	Fred Unger, ILRI/Vietnam		X	

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Aflatoxin Coordination Group (EQ2)	BECA/ILRI: Harvey Jagger (by Skype) ICRAF: Ramni Jamnadass ICRISAT: Stefania Grando, Hari Sudini (by Skype) IFPRI: Vivian Hoffman IITA: Bussie Maziya Dixon, Victor Manyong, Francesca Nelson			X
Biofortification Flagship/HarvestPlus (EQ2)	Ekin Birol, Manfred Zeller and Mourad Moursi, HarvestPlus			X
ILRI Country Rep/Vietnam (EQ2)	Hung Nguyen-Viet, ILRI		X	
IPP Flagship (EQ2)	Dan Gilligan, IFPRI	X		
IPP Flagship (EQ2)	Deanna Olney and Jef Leroy, IFPRI			X
VC Flagship (EQ2)	Aulo Gelli and James Garrett, IFPRI			X
Amy Saltzman	Senior Program Analyst, HarvestPlus		X	
Andrew Thorne-Lyman	Senior Nutrition Specialist, WorldFish	X		
Annelie Oberg	Manager Grants and Partnership Development, AVRDC			X
Bruce Cogill	Program Leader, Nutrition and Marketing for Diversity, Bioversity (former A4NH Center Focal Point)		X	
Catherine Gee	Operations Coordinator, IFPRI (working with LANSAs and TN)		I	
Francesca Nelson	Senior Food Security Specialist, IITA/EA Reg. Hub			X
Ina Schonberg	Deputy Director, Programs, HarvestPlus		X	
James Garrett	Senior Research Fellow, IFPRI and Nutrition Advisor, seconded to IFAD (Rome)	X		
Katja Kehlenbeck	A4NH manager, ICRAF			X
Leonard Oruko	Research Coordinator, Markets Trade and Institutions Division, IFPRI	I		
Victor Manyong	East Africa Regional Hub Director, IITA			X
Wolfgang Pfeiffer	Deputy Director, Operations, HarvestPlus		X	
Other expert stakeholders				
Anna Herforth	Independent Consultant, Global Food Security and Nutrition/ Facilitator of UNSCN Ag2Nut	X	I	
Brian Thompson	Coordinator of ICN2, FAO	X		
Iain MacGillivray	Special Advisor to the President, International Fund for Agricultural Development	I	X	
Jessica Fanzo	Assistant Professor, Institute of Human Nutrition, Columbia University	X		
Mat Cousins	Head of SUN Secretariat		I	
Per Pinstrup-Anderson	Professor of Food, Nutrition and Public Policy and Applied Economics, CORNELL University	X		
Tom Arnold	Coordinator of Scaling Up Nutrition (SUN) movement		I	
Other evaluators				
Andrew Orlin	Management consultant; ex- head of internal audit, CGIAR	I		
Brian Perry	Livestock expert and initial Team Leader, Evaluation of Livestock and Fish CRP		I	
Chris Gerrard	Team Leader, Evaluation of Policies, Institutions and Markets (PIM) CRP	X		

Name	Job title(s)	Individually in person	Individually Phone/Skype	Group meeting
Markus Palenburg	Team Leader, CRP Evaluation of Forests, Trees and Agroforestry and previous leader of HarvestPlus evaluations		X	
Sanjeev Sridharan	Team Leader, CRP (A4NH)-Commissioned External Evaluation on Food Safety	I		

Meetings observed

(with some participants met informally)

Title	Date	Participants
Meetings of key A4NH bodies		
A4NH Program Management Committee and Center Focal points meeting, Washington DC	March 2015	Approx 40 participants The evaluation team worked with the Evaluation Manager to develop two self-evaluation sessions: (1) improving the way outputs are defined and how they contribute to an impact pathway, and (2) What can be done to better manage delivery of outputs, including incentives, research teams, collaboration and reporting.
Independent Advisory Committee IAC annual meeting, Washington DC	Oct 14	Chairs: Robert Paarlberg and S. Mahendra Dev Participants: <u>Mary Amuyunzu-Nyamongo</u>, <u>Jeroen A. Bordewijk</u>, <u>Inge D. Brouwer</u>, <u>Mahabub Hossain</u>, <u>Joyce Kinabo</u>, <u>Emmy Simmons</u>, <u>Shenggen Fan</u>, IFPRI DG (ex-officio); <u>Ylva Hillbur</u>, IITA DDG (ex-officio) (Click names for more information on external IAC members.)
A4NH donor meeting (Washington DC/ virtual)	Oct 14	Participants: A4NH Director and Research leaders; BMGF (Laura Birx, see above); DFID (Rachel Lambert, see above), IDRC (Greg Hallen Program Leader and Annie Wesley, Senior Program Specialist) ; USAID (Ahmed Kablan, see above)
Key coordination meetings related to A4NH		
CGIAR Gender-Nutrition Workshop, Rome	Dec 14	42 participants, listed in summary report
Aflatoxin coordination meeting, Washington DC	March 2015	Participants: Victor Manyong (IITA), Francesca Nelson (IITA), Bussi Maziya Dixon (IITA), Vivian Hoffmann (IFPRI), Harvey Jagger (BECA/ILRI) by Skype, Stefania Grando (ICRISAT), Hari Sudini (ICRISAT) by Skype, Ramni Jamnadass (ICRAF).
IFPRI RISE, Washington DC	March 2015	Participants: open to all IFPRI staff. Day One (March 4) IFPRI accomplishments in 2014 and reflection on 40-year evolution and the future; Day Two (March 6) scientific break-out sessions
Consultations with stakeholders on future directions for A4NH		
Potential of Animal Source Foods for human nutrition meeting, London	Feb 2015	Meeting organized by Livestock and Fish CRP, A4NH, LCRIAH and Royal Veterinary College – approximately 50 participants from NH and animal source food production and health as well as policy-makers.

Public health consultation meeting, Nairobi	May 2015	Participants: approximately 20 from health institutions around East Africa. Details of participants in the four A4NH public health consultations can be found here .
Technical meeting		
LCIRAH conference and launch of ANH Academy (co-founded by A4NH), London	June 2015	Participants: approximately 200 ANH researchers and policy-makers.

ANNEX E – A4NH OBJECTIVES, OUTCOMES AND OUTPUTS

Broad Research Objectives for A4NH ¹	Revised Intermediate Development Outcomes (IDOs) for A4NH
Generate knowledge and technologies to improve the nutritional quality and safety of foods along value chains (themes 1-3)	IDO 1: Target populations improve diet quality through increased consumption of nutritious foods (Flagships 1, 2)
	IDO 2: Target populations face reduced risk of food-borne disease (Flagships 1, 3)
Develop, test, and release a variety of bio fortified foods, as well as other nutrient-rich foods that are affordable and accessible to the poor (themes 1, 2)	IDO 1: Target populations improve diet quality through increased consumption of nutritious foods (Flagships 1, 2)
Generate knowledge and technologies for the control of zoonotic, food-borne, water-borne, and occupational diseases (theme 3)	IDO 2: Target populations face reduced risk of food-borne disease (Flagships 1, 3)
	IDO 3: Target populations face reduced risk of agriculture-associated infectious disease (Flagship 3)
Develop methods and tools to improve the effectiveness and efficiency of surveillance and monitoring systems and to permit meaningful evaluation of complex multi-sectorial programs and policies (themes 1-4)	IDO 4: Synergies between agriculture, nutrition and health sector goals are recognized and exploited in the design of policies and investments (Flagship 4)
Produce evidence of nutritional and health burdens and benefits and of the returns to different interventions in different sectors (themes 1-4)	
Assess and document changes in dietary and nutritional patterns and risks of agriculture-associated diseases among poor people in intensifying systems, and identify and test agricultural options to enhance nutrition and health benefits and mitigate risks of agriculture intensification in these population (theme 1 and 3)	IDO 1: Target populations improve diet quality through increased consumption of nutritious foods (Flagships 1, 2)
	IDO 2: Target populations face reduced risk of food-borne disease (Flagships 1, 3)
	IDO 3: Target populations face reduced risk of agriculture-associated infectious disease (Flagships 3)

¹ From the original CRP proposal.

Flagship 1: Value Chains for Enhanced Nutrition		Flagship 2: Biofortification	
<p>Outcome 1.1 Data, evidence and tools to enhance consumer knowledge, awareness, and willingness to pay for safe, nutritious foods used broadly to create demand among target populations</p>	<p>Output 1.1.1 Information on access constraints for safe, nutritious foods among target populations</p> <p>Output 1.1.2 New tools developed and tested to measure and enhance consumer awareness, knowledge and willingness to pay for nutritious foods</p>	<p>Outcome 2.1 High-yielding micronutrient enhanced varieties made available to NARES and implementing partners in target countries</p>	<p>Output 2.1.1 High-yielding micronutrient enhanced varieties</p> <p>Output 2.1.2 New high-throughput, low-cost methods developed and tested to measure vitamins and minerals in staple crops as harvested and in foods as eaten</p>
<p>Outcome 1.2 Models to enhance nutrition and food safety along the value chain are adapted and used for nutrient-rich commodities, replication and scaling up</p>	<p>Output 1.2.1 New models developed and tested to identify entry points for nutrition interventions along the value chain for select systems and commodities</p>	<p>Outcome 2.2 Nutrition and health communities promote biofortified crops of demonstrated nutritional efficacy</p>	<p>Output 2.2.1 Evidence on nutritional efficacy and bioavailability</p>
<p>Outcome 1.3 Nutrition and food safety are increasingly incorporated in value chain development</p>	<p>Output 1.3.1 Evidence on cost effectiveness and impact of new models to improve nutrition and food safety along the value chain</p>	<p>Outcome 2.3 Delivery programs establish progress in which farmers adopt and consumers eat biofortified crops in target countries</p>	<p>Output 2.3.1 Consumer acceptance and pilot dissemination studies on methods and messages to promote adoption by farmers and consumption of biofortified varieties</p> <p>Output 2.3.2 Inclusion of biofortified crops in food products and food distribution systems</p>

Flagship 3: Agriculture-Associated Diseases		Flagship 4: Integrated Programs and Policies	
<p>Outcome 3.1 Systems understanding and prioritization being used to inform policies, programs and research for AAD</p>	<p>Output 3.1.1 Mapping and rapid prioritization (including both methods and delivery), of priority AAD problems per systems context (such as value chain analysis, risk maps, current control strategies for mycotoxins, key food-borne diseases and zoonoses)</p>	<p>Outcome 4.1 Methods & tools used to implement ANH programs at scale</p>	<p>Output 4.1.1 Methods & tools to design, implement, evaluate, scale-up ANH programs</p>
<p>Outcome 3.2 Epidemiology and socio-economics inform prevention and control of AAD in effective, equitable and sustainable ways (including risk and socio-economic assessment)</p>	<p>Output 3.2.1 New diagnostic, detection, and surveillance technologies and methods for initial high priority AAD</p> <p>Output 3.2.2 Understanding epidemiology of priority AAD, including comprehensive and integrated health risk and socioeconomic assessments, in order to identify critical control points and control options</p>	<p>Outcome 4.2 Evidence of impact and cost-effectiveness of ANH programs used for decision making by program managers, practitioners, donors</p>	<p>Output 4.2.1 Better, more cost-effective integrated ANH program models & capacity strengthened at all levels</p> <p>Output 4.2.2 Strong evidence of role of integrated ANH programs in improving health and nutrition</p>
<p>Outcome 3.3 Stakeholders aware of evidence on innovation and risk-based and agriculture-based management for priority AAD</p>	<p>Output 3.3.1 Risk management innovations and delivery strategies and testing of efficacy, feasibility, and sustainability</p> <p>Output 3.3.2 One Health/Ecohealth collaborations for integrated, multi-disciplinary management of initial, high priority zoonoses and food-borne diseases</p>	<p>Outcome 4.3 Information systems, evidence and good practices on ANH integration used for decision making by policy makers and donors</p>	<p>Output 4.3.1 Information system & communities of practice formed, data mapped, joint metrics developed</p> <p>Output 4.3.2 Good practices in ANH integration recognized and applied; cross-sector work incentivized</p>
		<p>Outcome 4.4 Collaborative ANH policy making undertaken</p>	<p>Output 4.4.1 Capacity for policy research and influence assessed and strengthened</p>

ANNEX F – STAKEHOLDER CONSULTATION AND DISSEMINATION

1. The following text and table has been modified and updated from the evaluation Inception Report (Section 5.4) to show progress to date and remaining plans (for dissemination)
2. Table 1 lists the main categories of stakeholders in the evaluation and the means of consultation /dissemination proposed for each, with a checkmark (✓) if completed and a hash (#) if they have not yet been completed but are intended to happen after this report is published.
3. For consultation, the main processes were:
 - Inception phase – open-ended interviews about what stakeholders would like the evaluation to focus on, and share information (completed – see Annex D of the inception report for a list of stakeholders consulted)
 - Main phase - semi structured interviews and surveys provided an opportunity for input; stakeholders were also invited to contact evaluators with views (paragraph 4)
 - Feedback phase – presentations were made/offered to key target audiences of emerging findings and potential recommendations; circulation of draft reports for comments.
4. A common challenge for evaluators of international programs is that often the only way of reaching stakeholders in partner countries is through the program staff, raising questions as to the independence of the people contacted. The [Global Forum for Agricultural Research](#) agreed to help us try to reach out to other stakeholders through its website and networks. We asked the [UN Ag2Nut](#), a specialist network for A4NH, to do the same. This process resulted in three additional contacts being made with the evaluation team, all from local NGOs, and also (through a third party recommendation) an additional interview with a key person from the UN.
5. **Dissemination** of the evaluation is both verbal and written. As with all evaluations, we faced the tension between producing short and interesting products which are of interest to our various target audiences, and ensuring that our results are thoroughly documented and evidenced to comply with CGIAR/international evaluation standards. Briefing papers and events will therefore become an important means of disseminating the final findings and recommendations. The Evaluation Manager is responsible for final dissemination, including briefing papers, but will consult on content with the evaluation team.

Table 1: Main stakeholder groups in evaluation and means of consultation and dissemination

Stakeholder group (note: some people are in more than one group)	Means of consultation and dissemination (Note that a single meeting/briefing may have been targeted to more than one stakeholder group)
Independent Advisory Committee and IFPRI Board (governance)	<ul style="list-style-type: none"> • Represented on Oversight Group (2 people) ✓ • Commented on inception report and draft report ✓ • Opportunity for discussion of findings and provisional recommendations via VOIP/Webconferencing ✓(July 15) • Presentation of final report - on request
A4NH Program Management Committee (PMC)	<ul style="list-style-type: none"> • Represented on Oversight Group (3 people) ✓ • Discussion of findings and provisional recommendations via VOIP/Webconferencing ✓(June 8) • Commented on inception report and draft report ✓ July 13-20th • Presentation of final report on request
ANH management, Flagship leaders and Center Focal Points (CFPs)	<ul style="list-style-type: none"> • Open-ended interviews at inception stage (see Annex D) ✓ • Semi-structured interviews in main phase ✓ • Self-evaluation exercises ✓ March A4NH meetings • Discussions of findings and possible recommendations with cross-CGIAR implications, via VOIP/Webconferencing. ✓ Flagship leaders- as for PMC; ✓ CFPs June 14 • Commented on inception report and draft report ✓ • Presentation of final report on request (via webinar)
CGIAR staff working on A4NH programs and projects	<ul style="list-style-type: none"> • Mini-survey with open questions to get initial views, and requested to make individual contact with evaluation team if interested ✓ (February) • Staff on a sample of projects interviewed ✓ (main phase) • Possible E-survey in main phase of evaluation. Not done – found little appetite among interviewees (“too many surveys”). Specific survey done for seed grants • Updates at key intervals through internal website (Teamspace), the external evaluation website and Center Focal Points ✓ website yes, teamspace no (because found it was not much used as staff communications space). • Requested for comments on inception report and draft report ✓ • Presentation of final report - on request (via webinar)
CGIAR communities of practice: e.g. gender and nutrition, capacity development	<ul style="list-style-type: none"> • Informal discussions and emailed inputs at inception stage (see Annex D) ✓ • Self evaluation (gender group) ✓ (June) • Requested for comments on relevant sections of inception report and draft final report including provisional recommendations ✓
Central CGIAR institutions: Consortium, Fund Council, ISPC, IEA	<ul style="list-style-type: none"> • IEA is represented on Oversight Group by an independent Quality Assuror ✓ • (ISPC was asked to participate in the Oversight Group, but declined.) • Open-ended interviews at inception stage and main stage ✓ (see Annex D) • Requested for comments on inception report and draft report. ✓ ISPC chair input into science quality recommendation and IEA sent comments. None received from CO/FC • Discussions of findings and proposed recommendations with cross-CGIAR implications. Not done – timing was inconvenient for many in the CGIAR due to pre-proposals • Presentation of final report on request (via VOIP/Webconferencing)#

Stakeholder group (note: some people are in more than one group)	Means of consultation and dissemination (Note that a single meeting/briefing may have been targeted to more than one stakeholder group)
Relevant CGIAR Centers and CRPs	<ul style="list-style-type: none"> • Open-ended interviews at inception stage (see Inception report Annex D) ✓ • Semi-structured interviews in main phase ✓ Also group discussions. • Comments on draft evaluation report ✓ • Opportunity for discussion of findings and provisional recommendations via webinar presentation - as for central CGIAR institutions Not done – timing was inconvenient for many in CGIAR due to pre-proposals • Presentation of final report - on request (via webinar)
Funders – bilateral and CGIAR Fund	<ul style="list-style-type: none"> • Open-ended interviews at inception stage and some also interviewed in main stage. ✓ (see Annex D) • Represented on Oversight Group ✓ (Gates Foundation) • Opportunity for comments on draft evaluation report. ✓ via FC • Opportunity for presentation of final report (via VOIP/Webconferencing) # Meeting postponed – planned for October 2015
A4NH partners – especially in country	<ul style="list-style-type: none"> • International partners represented on Oversight Group (2) ✓ • Semi-structured interviews of partners connected to the project sample in country visits ✓ • Semi-structured interviews with a limited number of international partners to be decided ✓ • E-survey of partners listed by A4NH and an open invitation through the networks to participate in the survey ✓ Survey of international expert partners (poor response rate) • Invitations to share views on draft including through GFAR Not done – after discussion decided it was too internally focused for interest – looking at dissemination of key findings instead #
A4NH stakeholders – especially in country	<p>This is not a project-level evaluation and we feel that fly-in, fly-out “consultations” with direct intended beneficiaries of A4NH research would not have been meaningful in answering the evaluation questions. However, as part of the analysis of A4NH projects, we looked to see to what degree there has been any attempt to seek the views of intended beneficiaries at appropriate stages (e.g. consultation on varietal selection)</p> <ul style="list-style-type: none"> • Semi-structured interviews of a limited number of stakeholders connected to the project sample in country visits. These focused on decision-makers and organizations working in / relevant to the same area and concentrate on partnership and policy issues ✓ Limited – not thorough coverage • Focus groups of partners to discuss policy and partnership (this sample may be limited by availability) ✓ Only for projects – a planned broader A4NH-partner meeting for Bangladesh was cancelled due to civil unrest • Invitations to share views and comments through GFAR and relevant networks such as Ag2Nut ✓ Only taken up by three CSOs (one each in Bangladesh, India and Kenya and one UN agency – but resulting in some useful interviews • Regular updates on the evaluation posted on the external evaluation website ✓ Updated approximately monthly. • Dissemination, including through GFAR and Ag2Nut - under discussion how best to do this since much of the draft is too internally focused to be of interest #

✓ completed # still being planned - not completed before this final report was published

Selection of countries and projects

Selection of countries

The A4NH evaluation had limited time and human resources for country visits. The three main countries that were selected for visits were Bangladesh (visited 14-24 March), India (visited 14 – 22 April) and Kenya (visited 24 April – 4 May). This selection was based on five main criteria:

1. Representation of the main focal geographic areas for A4NH (South Asia and Sub-Saharan Africa)
2. A good distribution of research across Flagships and clusters. These were the top three countries for concentration of A4NH research.
3. A4NH workshop were to be held in two of these countries (Bangladesh and India) which would have offered the chance to efficiently meet large numbers of stakeholders. (However, unfortunately these meetings were moved to Washington DC at the last minute due to security concerns in Bangladesh in March²).
4. Opportunity to visit key partner Centers for A4NH
5. Potentially offering rich lessons about coordination, partnership, and/or policy work

In addition to these countries:

- **Nigeria** was covered to some extent through Skype interviews to get some inputs from West Africa, to improve coverage of A4NH Flagship 2: Biofortification
- The project team made several visits to **Washington DC, USA** (home of IFPRI, lead Center in A4NH) (see footnote 1)
- Bioersity and IFAD (which has an A4NH policy project) have been visited in **Italy**

Stakeholders in other countries were covered to the extent possible through a partner survey and through advertising the opportunity to contact the evaluation team through networks such as the Ag2Nut network and the Global Forum on Agricultural Research (<http://www.egfar.org/about-us>)³.

It is important to note that the evaluation country visits were not “country case studies”. A4NH does not have “country programs” and the country is not the unit of analysis. The country visits were aimed at answering evaluation questions about A4NH systems and partnerships, through a project sample. They also provided an opportunity for other interested stakeholders to contact the evaluators during the country visit.⁴ Finally they provided the opportunity to visit CGIAR Centers and interview Center staff with senior management and central functions (HR etc.).

² One team member travelled to Washington DC to attend these A4NH meetings.

³ Three NGOs contacted us through GFRA – one each from Kenya, India and Bangladesh. Two did not progress to an interview (questions resolved by email) and the third was interviewed in Dhaka (giving a very useful perspective that we would have missed otherwise).

⁴ For example, one NGO we talked to in Kenya contacted another NGO and a local Ministry extension officer, who then were interviewed.

Selection of projects in country

The projects that were visited in country are listed in

Table 1: Final project sample for country visits

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	No
Bangladesh	USAID Horticulture Project, CIP/AVRDC Bangladesh	Flagship 1	VCN-interventions	CIP	9,237	CIP
Bangladesh	A4NH Seed Grant: Expanding research on dried small fish in Bangladesh to improve nutrition in the first 1,000 days of life and beyond	Flagship 1	VCN-interventions	WorldFish	100	See me
Bangladesh	Harvest Plus contracts on rice-zinc breeding (1) and nutrition (1)	Flagship 2		H+		H+
Bangladesh	Alive & Thrive (A&T)	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	6,176	Pol
India	Convergent Innovation for Pulse Production in India: Constraints and Opportunities	Flagship 1	VCN-interventions	IFPRI-New Delhi	200	IFP
India	Harvest Plus contract on pearl millet-iron breeding (1)	Flagship 2		H+		H+
India	Integrated pre and post-harvest management strategies to mitigate aflatoxin contamination	Flagship 3	AAD-food safety, aflatoxins	ICRISAT	785	Rel Mu
India	POSHAN: Partnerships and opportunities for strengthening harmonizing actions for nutrition in India	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	2,540	Pol
Kenya	Leveraging fruit value chains for sustainable and healthier diets in Kenya and Peru	Flagship 1	VCN-assessments	ICRAF	100	ICR
Kenya	Investigation of the relationship between livestock value chains and nutritional status of women and children: a pilot study in Kenya	Flagship 1	VCN-interventions	ILRI	140	See me
Kenya	Nutrition Sensitive Landscapes	Flagship 1	VCN-landscapes	Bioversity	666	On Lar
Kenya	Nutritional Quality Assurance and Enhancement Network (NQAEN)	Flagship 2	Biofortification-breeding	CIP	748	Inn Fla Als
Kenya	Dynamic Drivers of Disease in Africa: Ecosystems, livestock/wildlife, health and wellbeing (DDDAC)	Flagship 3	AAD-disease risks	ILRI	1,183	Wi
Kenya	Mainstreaming biodiversity conservation and sustainable use for improved human nutrition and well-being – Biodiversity for Food and Nutrition Project	Flagship 4	IPP-cross-sectoral policies	Bioversity	4,083	Bio
Kenya	Mama SASHA under SASHA project	Flagship 4	IPP-nutrition-sensitive agriculture	CIP	1,231	On clu

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	No
Nigeria	Harvest Plus contract on cassava-Vit A delivery (1) and impact (1)	Flagship 2		H+		IITA
Nigeria	Partnership for Aflatoxin Control in Africa (PACA) - Expansion of biological control in Africa; Testing of large-scale manufacturing model for aflasafe	Flagship 3	AAD-food safety, aflatoxins	IITA	1,777	IITA

Source: Evaluation team, based on A4NH project database

Key:

	(Prodoc) In evaluation project document review - part of a stratified random sample
	(Wider range) Brings in wider range of Centers, commodities, program types
	(Policy) Has a particular focus on policy issues (we believe)
	Prodoc + policy (yellow + red)
	Prodoc + wider range (yellow + blue)
	All three
	Added to fill a gap in coverage of a research cluster or Center (see text)

below. The main objective was not to evaluate the effectiveness of the research of individual projects (although we did collect impressions and generate some hypotheses), but to understand how A4NH and CGIAR systems play out in project processes such as planning, resource mobilisation, implementation, partnerships, monitoring and evaluation, in order to make CRP-level recommendations.

The following steps were taken to select a sample of projects:

1. Proposed total project sample size for country projects was 18 (for the four countries) Sampling started by listing all projects (and Harvest Plus contracts)⁵ in the four countries on a spreadsheet, and color-coding each project according to the following criteria (see the key in

⁵ For a detailed description of the A4NH project database and Harvest Plus contracts see Annex I, Analysis of research project planning and reporting documentation

Table 1: Final project sample for country visits

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	No
Bangladesh	USAID Horticulture Project, CIP/AVRDC Bangladesh	Flagship 1	VCN-interventions	CIP	9,237	CIP
Bangladesh	A4NH Seed Grant: Expanding research on dried small fish in Bangladesh to improve nutrition in the first 1,000 days of life and beyond	Flagship 1	VCN-interventions	WorldFish	100	See me
Bangladesh	Harvest Plus contracts on rice-zinc breeding (1) and nutrition (1)	Flagship 2		H+		H+
Bangladesh	Alive & Thrive (A&T)	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	6,176	Pol
India	Convergent Innovation for Pulse Production in India: Constraints and Opportunities	Flagship 1	VCN-interventions	IFPRI-New Delhi	200	IFP
India	Harvest Plus contract on pearl millet-iron breeding (1)	Flagship 2		H+		H+
India	Integrated pre and post-harvest management strategies to mitigate aflatoxin contamination	Flagship 3	AAD-food safety, aflatoxins	ICRISAT	785	Rel Mu
India	POSHAN: Partnerships and opportunities for strengthening harmonizing actions for nutrition in India	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	2,540	Pol
Kenya	Leveraging fruit value chains for sustainable and healthier diets in Kenya and Peru	Flagship 1	VCN-assessments	ICRAF	100	ICR
Kenya	Investigation of the relationship between livestock value chains and nutritional status of women and children: a pilot study in Kenya	Flagship 1	VCN-interventions	ILRI	140	See me
Kenya	Nutrition Sensitive Landscapes	Flagship 1	VCN-landscapes	Bioversity	666	On Lar
Kenya	Nutritional Quality Assurance and Enhancement Network (NQAEN)	Flagship 2	Biofortification-breeding	CIP	748	Inn Fla Als
Kenya	Dynamic Drivers of Disease in Africa: Ecosystems, livestock/wildlife, health and wellbeing (DDDAC)	Flagship 3	AAD-disease risks	ILRI	1,183	Wi
Kenya	Mainstreaming biodiversity conservation and sustainable use for improved human nutrition and well-being – Biodiversity for Food and Nutrition Project	Flagship 4	IPP-cross-sectoral policies	Bioversity	4,083	Bio
Kenya	Mama SASHA under SASHA project	Flagship 4	IPP-nutrition-sensitive agriculture	CIP	1,231	On clu

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	No
Nigeria	Harvest Plus contract on cassava-Vit A delivery (1) and impact (1)	Flagship 2		H+		IITA
Nigeria	Partnership for Aflatoxin Control in Africa (PACA) - Expansion of biological control in Africa; Testing of large-scale manufacturing model for aflasafe	Flagship 3	AAD-food safety, aflatoxins	IITA	1,777	IITA

Source: Evaluation team, based on A4NH project database

Key:

	(Prodoc) In evaluation project document review - part of a stratified random sample
	(Wider range) Brings in wider range of Centers, commodities, program types
	(Policy) Has a particular focus on policy issues (we believe)
	Prodoc + policy (yellow + red)
	Prodoc + wider range (yellow + blue)
	All three
	Added to fill a gap in coverage of a research cluster or Center (see text)

2. below):
 - a. Part of the random sample of document review (see Annex I) - preferred both because of randomization and for efficiency, to use the same project documents
 - b. Projects with an important policy component
 - c. Projects which represent a wider spread of Centers than were included in the random sample, and projects with particular evaluation interest, e.g. seed funding
3. Projects were then prioritized for the sample which included at least two of the above categories.
4. The resulting sample was then examined to check coverage of: research flagships and clusters; Centers; multi-country vs. single country. Three projects were added to fill gaps in flagship/cluster coverage (still following the criteria above).

In country, the evaluation team spoke to key stakeholders connected with each chosen project, including partners, policymakers where relevant and others working in the same area. Meetings with stakeholders also covered topics such as the scope of A4NH and broad policy and partnership issues. We did not conduct field visit to examine the research work as a fly-in, fly out visit would not have provided good information about the project and would have been time-consuming for partners

Table 1: Final project sample for country visits

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	Notes
Bangladesh	USAID Horticulture Project, CIP/AVRDC Bangladesh	Flagship 1	VCN-interventions	CIP	9,237	CIP
Bangladesh	A4NH Seed Grant: Expanding research on dried small fish in Bangladesh to improve nutrition in the first 1,000 days of life and beyond	Flagship 1	VCN-interventions	WorldFish	100	Seed grant - interesting mechanism
Bangladesh	Harvest Plus contracts on rice-zinc breeding (1) and nutrition (1)	Flagship 2		H+		H+ two stages, IRRI, NARS
Bangladesh	Alive & Thrive (A&T)	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	6,176	Policy, 3 countries, Gates
India	Convergent Innovation for Pulse Production in India: Constraints and Opportunities	Flagship 1	VCN-interventions	IFPRI-New Delhi	200	IFPRI /pulses
India	Harvest Plus contract on pearl millet-iron breeding (1)	Flagship 2		H+		H+/multipartner
India	Integrated pre and post-harvest management strategies to mitigate aflatoxin contamination	Flagship 3	AAD-food safety, aflatoxins	ICRISAT	785	Related to aflatoxin meeting. Multicountry
India	POSHAN: Partnerships and opportunities for strengthening harmonizing actions for nutrition in India	Flagship 4	IPP-nutrition-sensitive development	IFPRI-PHND	2,540	Policy oriented - Gates
Kenya	Leveraging fruit value chains for sustainable and healthier diets in Kenya and Peru	Flagship 1	VCN-assessments	ICRAF	100	ICRAF / fruit
Kenya	Investigation of the relationship between livestock value chains and nutritional status of women and children: a pilot study in Kenya	Flagship 1	VCN-interventions	ILRI	140	Seed grant - interesting mechanism. ILRI
Kenya	Nutrition Sensitive Landscapes	Flagship 1	VCN-landscapes	Bioversity	666	Only project in nut-sens. Landscapes cluster

Country	Project Title	Flagship	Research Cluster	Lead Center/ Partner	Total Budget (\$000)	Notes
Kenya	Nutritional Quality Assurance and Enhancement Network (NQAEN)	Flagship 2	Biofortification-breeding	CIP	748	Innovative network. Only Flagship 2 project in Kenya. Also in Bangladesh.
Kenya	Dynamic Drivers of Disease in Africa: Ecosystems, livestock/wildlife, health and wellbeing (DDDAC)	Flagship 3	AAD-disease risks	ILRI	1,183	Wide deliverables. ILRI.
Kenya	Mainstreaming biodiversity conservation and sustainable use for improved human nutrition and well-being – Biodiversity for Food and Nutrition Project	Flagship 4	IPP-cross-sectoral policies	Bioversity	4,083	Bioversity
Kenya	Mama SASHA under SASHA project	Flagship 4	IPP-nutrition-sensitive agriculture	CIP	1,231	Only project in nut-sens. agric cluster
Nigeria	Harvest Plus contract on cassava-Vit A delivery (1) and impact (1)	Flagship 2		H+		IITA, H+ delivery/ impact
Nigeria	Partnership for Aflatoxin Control in Africa (PACA) - Expansion of biological control in Africa; Testing of large-scale manufacturing model for aflasafe	Flagship 3	AAD-food safety, aflatoxins	IITA	1,777	IITA

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	Prodoc + wider range (yellow + blue)
	All three
	Added to fill a gap in coverage of a research cluster or Center (see text)

Interview and focus group guides

Introduction

This section contains the main interview and focus group guides used. There has been no effort to 'beautify' them for publication, and they will mainly be of interest to other evaluators and the evaluation Quality Assurors.

The interview guides were developed on the basis of the evaluation matrix (see Annex A). The matrix was developed into a spreadsheet which set out activities, team responsibilities and questions to be addressed in each set of interviews/group discussions. These were then developed as templates by different members of the evaluation team, and circulated for discussion before use.

Project Interview Guide – Country visits

GE- reminder to check for Gender and Equity issues

Doc – Collect from /check project documentation

Basic information

- Project title:
- Interviewee name and title:
- Date of interview:
- Interviewer initials:

Project planning process

- Concept and origin
- Background analysis (doc):
- Who was consulted and how (GE)
- Any comments on proposals and responses to those
- Any major changes since initial approval

Project objectives

- Target groups who and where – approx numbers (doc, **GE**)
- Impact pathway/ToC (doc, GE)

Financing

- Any W1/2 funding and how used
- Adequate resources for planned activities
- Issues around stability and timeliness of funding – examples of effects

Human Resources

- Approx. numbers involved and where from (Center staff, short contracts, students etc) Collect organogram if it exists (doc).
- Are human resources adequate for planned activities? What issues have arisen? (GE)
- Management of staff performance: challenges, improvements? What gets rewarded? Who manages performance of different staff groups?

Partnerships (ask researchers and partners separately)

- Who are the partners?
- How did the partnership(s) begin?
- Any mention of A4NH or other partnership strategy/ guiding document?
- Terms of partnership(s) – formal or informal – documentation of any formal agreements among Centers or partners (ask to see where possible)
- Any posts with specific responsibility for partnership/s? (only for large projects)
- Use of any partnership management tools e.g., capacity assessment, review framework
- Capacity building
- Good aspects of partnerships
- Any problems or areas for improvement

Other inputs (if time or if it comes up)

- Any issues around procurement of goods and services
- Support facilities, IT , comms

Quality of science

- Expectations about research quality - and how it is measured (GE)
- Peer/expert review of research designs and publications – who is responsible. If possible collect examples (doc).
- Ditto ethics policy/practice
- Data and knowledge management, publications.
- Any other aspects (eg staff qualifications, GE)

Policy issues

- Any national or international policy issues/constraints arising from project? (GE) How are these dealt with?

Capacity development

- What type of Capdev is taking place – internal, external.
- Responsibility for Capdev (if there is formal responsibility, collect job description/ToR)
- Use of any capacity development strategy or framework
- Capacity development budget line/s

Implementation and performance (key area to check)

- How has project performed against expectations?
- What factors have helped / hindered implementation and performance? (probe for any A4NH/CRP-related issues)
- Efficiency issues eg transaction costs
- Other implementation issues arising (eg payment of farmer/collaborators, research or ethical issues arising etc)
- Unexpected outputs or outcomes (and any implications)

Monitoring and reporting

- What monitoring data is collected and by whom
- Who decided on what monitoring data should be collected.
- Who are the main audiences for monitoring data
- Specifically – are all project outputs/immediate outcomes reported to A4NH, or only for the component of the project funded by A4NH (W1/2)?
- Were any reviews/evaluations commissioned and by whom?
- Other learning from/managed by project
- Have there been any changes of course in project due to monitoring results?

Exit strategy

- Is there a written exit strategy (or similar) - or informal plans for exit

Any other issues?

Interview Notes for Center Focal Points (CFPs)

Strategic Questions

Impact orientation, including focus on gender and equity issues

- What is CFP role in reporting against the results framework, including SLOs and IDOs?
- What do they think about the focus of A4NH exclusively on SLO on N and H?
- What views on the division of roles and responsibilities among Centers on work being done in nutrition and health as reported against the nutrition IDO? (EQ2 and EQ4.2).

Covered in CFP/PMC meeting; supplemented by interviews as needed

Delivery of planned outputs and immediate outcomes

- Center roles in A4NH monitoring and reporting; do they ever question or discuss reports from different projects or just put together info for A4NH? How much time is needed from CFP for reporting to A4NH?

Covered in CFP/PMC meeting; supplemented in interviews, if needed

- A4NH coherence, i.e., are Flagships and individual research lines likely to contribute strategically to overarching aims and outcomes

Covered in CFP/PMC meeting

Research Management

2.2 Coordination: critical mass

- CFP views on the topic of A4NH critical mass for their Centers. How is nutrition covered?
- Are there any cases of shared costs/facilities arising from the CRP?

2.3 Performance management: covering planning and budgeting, monitoring, HR performance, evaluation

Covered in CFP/PMC meeting

a) Resource mobilisation and amount, stability and timeliness of funding

- Does the Center or CFP have any role in resource mobilisation for A4NH projects? Who is mainly responsible? If the CFP, how much time spent on this?

b) Realism and stability of demands on researchers

- Are budgets aligned to outputs and outcomes/different funding streams; practical effects of unstable or late funding and organisational response; covered in CFP/PMC meeting
- Views of researchers on pros and cons of reform on their own work

All researcher interviews; mini-survey

c) Staff time management analysis where data is available (BE)

- What are the time demands on CFP? Any suggestions for improvement?

2.4 Science quality

- How do proposals originate, including any guidelines provided?
- Who is involved in vetting these proposals (including any peer review) and how this is documented?
- expectations for performance monitoring, reporting and archiving, including data,
(4) how Centers create conditions and incentives for results-oriented research and good science quality, and
- Capacity development (research management/technical upgrading - both internal and with partners).

3.3 CRP governance, management and administration systems

- Is CFP an effective way to organise links with Centers? Do they know how other CRPs do it? Any suggestions for improvement?
 - How do they feel communication across Center Focal Points is working – do you learn from each other, communicate outside formal meetings?
- a) Center HR systems and aligning incentives with objectives of CRP**
- If time - chance to comment on their Center HR system and how it links to CRP
- b) Effective and efficient administration, including contracting and financial flows**
- Any comments on contracting and financial flows to Center and to projects (try to get specific examples/evidence, if problems raised)
 - Important: What support facilities (facilities, contracting, travel, IT, Capdev, media, communications, knowledge management) of the Center are used by the CRP? Is this per each project or is there any CRP identity?

EQ2 Focus Group Protocol

For whom: “middle management” in areas of research which were already active before A4NH. In DC these are: IPP, Value chains, Gender, Biofortification; aflatoxin group; India Country Office; Kenya – Animal Source Food Safety (Approx 1-1.5 hours).

Objective: To understand what changes – positive or negative – have transpired since A4NH began, including changes in how decisions are made, coordination, partnerships, gender and capacity development.

Approach: Flagship leaders are not invited to attend to encourage staff to speak more freely. Sensitive topics can be discussed individually at a later time. Session is to focus on changes in their areas of work, allowing for them to emphasize and fully discuss the topics of most concern to them. Time constraints will be managed as much as possible by the interviewer to try to ensure that most topics are covered. Those interviewed will be asked for documentary evidence to support their views, if possible.

Introduction:

- Assess practical issues for the meeting, particularly time constraints.
- Ensure group of confidentiality of responses
- Encourage discussions on their specific areas of work in terms of pre and post-CRP engagement
- Request documentary evidence to substantiate views, if possible.

Principle questions to cover:

- a) **What is your involvement in A4NH and how long have you been involved in the work.** It is important to understand the vantage point of those being interviewed. Some middle managers are relatively new to the program.
- b) **What changes have transpired since the advent of A4NH in the area of work?** Are these changes the result of CRP reforms or for some other reason? Specifically, try to cover the topics of:
 - **program management:** how are priorities set and decisions made? How well are you supported in your work vis-a-vis before A4NH was instituted?
 - **coordination:** have there been changes in how your work is planned/coordinated? In resource mobilization? In staffing/critical mass? In reduction in duplication of effort/harmonization of efforts? The sharing of facilities? Communications and learning?
 - **partnership:** are different partners or types of partners now involved? Have there been changes in support to partnerships?
 - **gender:** What has changed (if anything) in the way gender has been approached? What has been the role of the A4NH gender team regarding your area of work? Is the CRP adequately structured and resourced for work in gender?
 - **Capacity/capacity development:** Have skills needed in your area of work changed in the CRP? How have new skills be acquired (e.g., training, recruitment, partnerships)? Is there a capacity development plan for researchers or partners?

Human Resources, Partnerships and Capacity Development

Human resources

EQ 3.1 b); 3.1 C) ii

- 1) How effectively is staff performance managed within the CRP/project?
 - a. What are the main challenges [in terms of performance management]?
 - b. How could performance management be improved? What would it take to improve performance management?
 - c. Where are the gaps? Successes?
- 2) What gets rewarded [in terms of behaviours and/or outputs]?
[This question is probing around publish/perish vs. rewarding behaviours/outputs that are aligned to development outcomes and results]
 - a. What incentives are offered for excellent performance?
 - b. How well do these incentives align with CRP objectives?
- 3) How effective are the HR systems (and other support services such as finance, IT, media, communications) in supporting staff working on the CRP?
[This question may lead to a discussion about capacity development of internal / A4NH staff / Ref EQ 3.2 b)]

NB PLEASE REQUEST ANY HR POLICIES / PROCEDURES THAT WILL HELP US UNDERSTAND HOW EFFECTIVELY PERFORMANCE IS MANAGED WITHIN THE CRP / BY CENTERS

EQs 2.5 b); 2.5 c); 2.6

- 4) What are the benefits (and costs) of working through the CRP structure?
 - a. Probe for practical examples / evidence
- 5) What have been the unanticipated benefits (and limitations) of working in the CRP?

Other HR related questions:

- a. How effective is decision making? [How are staffing decisions made?] What could improve it?
- b. How does resource planning (HR) happen? How anticipatory / reactive is it?
- c. What's the state of job descriptions?
- d. Workload capacity?

Partnerships

EQ 3.2 a); 3.2 c)

- 1) How familiar are you with A4NH's partnership strategy?
- 2) To what extent is the partnership strategy lived out by A4NH?
[This question is intended to probe the gap, if any, between policy and practice, and discover whether the words on the page have been brought to life]
- 3) What are the biggest challenges A4NH faces in terms of implementing its partnership strategy?
 - a. Probe whether challenges are in selecting, developing or managing partnerships [What's the process for selecting/evaluating/developing?]
 - b. Probe: how appropriate are A4NH's partnerships?
 - c. Probe: what have been some of the unanticipated benefits (and costs) of working in partnership?

Other partnership related questions

What successes / opportunities can you identify?

Capacity Development

EQ 3.2 b)

- 1) To what extent do you see capacity development as a strategic priority within the CRP / project? **Internal / External?**

[This question is intended to help us understand the extent to which research leaders and senior A4NH project staff view capacity development strategically (ie as a means to achieving goals and development outcomes)]

- a. Probe whether a framework or strategy for capacity development exists outside of the partnership strategy, and whether there are any roles which have capacity development as an important component.
- 2) Where are the tensions or challenges (for A4NH) in integrating capacity development activities with scientific research?
- 3) How is capacity development budgeted for?
[This question is intended to help us understand whether funding for capacity development is integrated with project activities or discrete budget line/s to support capacity development strategy, in other words is capacity development 'bolted on' or 'baked in'?]
- 4) Which capacity development initiatives and activities have been effective i.e. had demonstrable impact?
 - a. Probe for examples, dates, contacts
- 5) What is the internal capacity of A4NH 'staff' in terms of being able to deliver relevant, targeted capacity development to external partners?

Other?

1. To what extent is capacity being developed for the future?

- If time, an open question along the lines of 'Is there anything else you'd like to add with regard to human resources management, partnerships or capacity development?' or 'what needs to change in terms of human resources management, partnerships or capacity development?' could be useful in eliciting unanticipated issues.
- For important or contentious points, or when reference is made to documentation or policies, then tangible evidence should be requested.

Lines references from Main phase planning matrix

L16 2.1 c) Appropriate attention to capacity development

L26 2.5 b) Realism and stability of demands on researchers

Pros and cons of reform on their own work

L27 2.5 c) Overheads and transaction costs

Pre post transaction costs inc meetings and processes;

L29 2.6 Any unexpected effects – positive or negative

L33 3.1 b) Effective HR system which supports staff and aligns incentives with objectives of CRP

L34 3.1 c) Effective and efficient admin inc contracting and financial flows

L36 3.2 Is the CRP selecting, developing and managing partnerships appropriately, to achieve objectives and sustain benefits?

Awareness of, limitations of partnership strategy, extent to which operationalised

L37 3.2 b) Appropriate consideration of capdev in partnerships

L38 3.2 c) Extent to which the CRP has led to more appropriate partnerships

Stuart Gillespie / Lancet (2013)

Panel 7: Key issues and core elements of nutrition-relevant capacity

Individual capacity: methods and skills

1. **Performance capacity:** are the methods, money, and equipment, for example, available to do the job?
2. **Personal capacity:** are staff sufficiently knowledgeable, skilled, and confident to perform properly? Do they need training, experience, or motivation? Are they deficient in technical, managerial, interpersonal, or specific role-related skills? **Organisational capacity:** staff and infrastructure
3. **Workload capacity:** do enough staff have broad enough skills to cope with the workload? Are job descriptions practicable? Is skill mix appropriate?
4. **Supervisory capacity:** are reporting and monitoring systems in place? Are lines of accountability clear? Can supervisors physically monitor all staff? Are effective incentives and sanctions available?
5. **Facility capacity:** are training centres, offices, and workshops big enough, with the right staff in sufficient numbers, to support the workload?
6. **Support service capacity:** are there training institutions, supply organisations, building services, administrative staff, research facilities, quality control services? **Systemic capacity:** structure, systems, and roles
7. **Structural capacity:** are there decision-making forums or multi-stakeholder platforms at which inter-sectoral discussion of nutrition could take place, consensus is generated, collective decisions are made and recorded, and individuals called to account for non-performance?
8. **Systems capacity:** do flows of information, money, and managerial decisions happen in a timely and effective manner? Are proper filing and information systems in use? Can private sector services be contracted as needed? Is there good communication with the community? Are links with non-governmental organisations sufficient?
9. **Role capacity:** have individuals, teams, and committees been empowered to make decisions to ensure effective performance—eg, regarding schedules, money, and staff appointments?

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