

Terms of Reference for the end evaluation of the project “Peace and Prosperity through job creation - an innovative path for Kenya’s youth”

Introduction

Hand in Hand Eastern Africa (HiH EA) is a Non-Governmental Organization (NGO) in Kenya, established in 2010, with the vision to alleviate poverty through job creation. HiH EA promotes economic and social empowerment of the poorest citizens to help them lift themselves out of poverty and vulnerability. Its approach is based on a philosophy of self-help, which provides business and skills training and support to enable poor people, particularly women, to build and sustain independent, market-based economic activities. This provides for a higher level of income for them and their families, and in turn contributes to greater food security, better education for children, increased access to medicines and healthcare and improved housing.¹

The “Peace and prosperity through job creation - an innovative path for Kenya’s youth” project started in October 2015 aiming to provide an innovative dimension to Hand in Hand’s job creation model by offering a concrete way to tackle the interlinked problem of societal instability and youth unemployment. The 3 year project is funded by the Swedish Postcode Lottery, with a budget of 8 900 000 SEK. The Hand in Hand Youth Programme rests on two avenues: unlocking the door to the job market for young people by providing them with theoretical tools (entrepreneurial and vocational skills) and breaking the structural barriers to entrepreneurship by raising the status of self-employment and introducing entrepreneurship as a school topic.

An external baseline study was carried out during the initial stages of project, followed by an internal Mid-Term Report (MTR) in 2017. HiH EA is now seeking to procure the services of a suitable consultant/consultancy firm to conduct an external final evaluation of the project. The evaluation is to be conducted between October 2018 and March 2019 with the final evaluation being presented in March 15th 2019. The intended users of the evaluation are HiH EA, HiH Sweden, the Swedish postcode lottery and other key stakeholders.

The project has been granted a no-cost extension to make up for interruptions during the Kenyan election in 2017. The no-cost extension spans from October 1st to December 31st 2018. The evaluation is to make an assessment on whether the project outcomes and outputs is likely to be achieved within the project, including the extended project timespan.

Brief background and description of the project

This project has been focusing on the opportunity to connect the growing societal problems in Kenya with a job focused solution to help build a road towards peace and prosperity. In this three year intervention, Hand in Hand launched the Hand in Hand Youth Programme (HiHYP) which seeks to prevent young people from ending up in destructive settings and practices and give them hope and concrete means to build a sustainable income and thus a life in dignity. By launching the pilot of the HiHYP, Hand in Hand set out to train 7000 young people (female and male aged 18-25 as well as primary and secondary school children and school drop-outs) to provide them with increased motivation and entrepreneurial skills. Enterprises have been started by both youths over the age of 18 and by youths under 18, as a side activity to their studies. Most enterprises run by youths under the age of 18 is to be run with other young people as a group enterprise.

The project has the following two objectives:

1. Unlock the door to the job market for youths through mentoring and entrepreneurship training and inspire children to work hard at school and strive towards a better life.

¹ For further information about HiH EA please go to: www.handinhand-ea.org

2. Raise the status of self-employment and work to integrate entrepreneurship in the school curriculum.

On an impact level the project is to contribute to an increased peace and stability in Kenya, through better prerequisites for entrepreneurship and income generating activities for youth.

The following project targets has been defined:

- Entrepreneurial youths
 - o 7 000 youths is to have been trained in entrepreneurship and business management through business clubs. This is to have been done in close collaboration with schools and local community.
 - o Access to banking and micro-lending services is to have been improved and facilitated together with training in how to understand financial management.
 - o An enterprise innovation competition with an exchange trip to Sweden for the winners is to have been arranged on a yearly basis, creating a drive to engage in entrepreneurship.
- Improved conditions for youth entrepreneurship
 - o Schools have included entrepreneurship and/or vocational training as an extracurricular activity.
 - o Teachers, parents, community groups and local leaders have become actively involved in propagating young entrepreneurship.
 - o The advocacy programme "Putting Youth Employment on the Agenda" has been rolled out and reached a large number of community members, creating awareness on the youth unemployment.
- Hand in Hand Eastern Africa capacity
 - o Hand in Hand Eastern Africa has developed as an organization through enhanced skills and methods on how to advocate entrepreneurship amongst youths. This has been done through regular staff training and development of material on how to work with youths.

PURPOSE AND SCOPE OF THE END OF PROJECT EVALUATION

The evaluation will provide an independent assessment of the project and serve to enhance programmatic learning for key stakeholders (e.g. HiH EA, HiH Sweden and the Swedish postcode lottery). It should assess the results of the project, commenting on the effectiveness and sustainability of the methods and approach used, as well as give recommendations and suggestions on what could have been done better and/or differently in order to achieve optimal effect. The specific objectives of this independent evaluation is to:

- 1) To assess the performance of the project in terms of relevance, efficiency, effectiveness, sustainability and impact/potential for impact.
- 2) To present findings and conclusions, strengths and weaknesses, best practices and lessons learned that can be used to enhance the design and implementation of HiH projects and programmes.
- 3) To assess the impact of the youth exchange visits to Sweden.
- 4) To do an assessment of the efficiency and relevance of HiH EA's strategy and approach towards working with youths.

The evaluation will identify key achievements and highlight deviations and changes during the three year period. The two components of youth training and innovation should be reviewed and assessed. The study should also reflect the effects for HiH EA, such as capacity and knowledge acquired and its experiences working with competition and knowledge exchange. In order to

assess progress, the findings of the evaluation need to be compared with the findings from the baseline study and Mid Term Review.

The end of project evaluation is to be done after the end of the originally intended project period of 3 years and focus on the period of 1 October 2015 to 30 September 2018.

Methodology of the Evaluation:

The evaluation will be conducted in line with the HiH EA evaluation policies and guidance. It will be using a forward-looking and participatory approach whereby various categories of stakeholders, including beneficiaries will be informed and consulted. The evaluation methodology will include a theory of change approach and use mixed methods, including literature/document review, observation, focus group discussion, semi-structured interviews and an end-line survey (conducted by the evaluation team and validated by stakeholders in a workshop). Information and data collected will be triangulated in order to enhance reliability of the findings and conclusions and ensure that the evidence-base is solid. The theory of change analysis will identify the causal and transformational pathways whereby outputs led to outcomes and expected to lead to longer-term impacts. Moreover, the evaluation will seek to identify impact drivers and feed into results-based management.

The evaluation should be based on the OECD/DAC criteria for evaluation and assess relevance and quality of project design, effectiveness in terms of achievement of results, efficiency, including cost-effectiveness in implementation, sustainability of the benefits of the project and impact, in terms of local economic, social and environmental effects.

The interviewees or survey respondents should be:

- A randomly selected sample of targeted beneficiaries. Care should be taken that the sample is representational of the target population and include boys and girls and young women and men with different economic status and from different geographical locations.
- At least half of the interviewees/respondents shall be from year one and two, 2015 & 2016, in order to assess the impact on members over a “longer” period of time.
- A randomly selected sample of business clubs for focus group discussions.
- A representative sample of community officials, government representatives, teachers and patrons.
- HiH EA staff with managerial or implementing responsibilities (area managers and business relationships officers, finance managers) in relation to the project or with specific insight and HiH Sweden programme/project/evaluation managers.

The stakeholder consultations will be conducted through semi-structured interviews, a survey and focus group discussions. It is highly recommended to use videos and pictures to support case studies. There will be visits to project sites (to be identified in the inception report).

The baseline study (including the individual baseline questionnaire) should serve as a framework for the end of project evaluation in order to use the same indicators and targets to assess progress over time and to have comparative data. In addition, project documents and agreement, budgetary information, financial reports, the midterm review report, annual reports, manuals, posters and other documents developed by the project or technical reports issued, monitoring data and reports will be reviewed. Moreover, notes from annual meetings should feed into the evaluation.

Evaluation questions:

The evaluation questions will focus on relevance, efficiency, effectiveness, sustainability and impact. In particular the evaluation will set out to answer the following questions:

1. Relevance and project design

- To what extent was the project relevant to the needs and priorities of the target population?
- To what extent was the project aligned to the priorities and strategies of:
 - The community
 - Hand in Hand in Hand Eastern Africa and Hand in Hand Sweden
 - The Postcode Lottery?
- What has been in particular useful for the target population?
- Was the project in line with the government's policies, strategies and programmes?
- Did the project respond to identified problems and was the design adequate to address these problems?
- Was the intervention logic clear and the matrix logical?
- Were appropriate indicators developed and used to assess achievement of objectives?
- Have all indicators been adequately followed up on and assessed?
- Were the assumptions identified correct?
- Were the appropriate beneficiaries reached?

2. Efficiency

- Have the activities been implemented in a timely and cost-effective manner?
- Was the project implemented within the original timeframe and budget?
- Was the level of involvement of the community/government/implementation partners sufficient? Is there a need for deeper collaboration in future projects or phases?
- To what extent has the project complemented other interventions, including of the government, other development programmes or schemes?
- Have the inputs from the donor, HiH EA, HiH Sweden and government agencies been provided as planned and were they adequate?
- The project had different modality, which ones were the most efficient to foster entrepreneurship among youth?

3. Effectiveness

- What are the main results of the project?
- Has the project been able to achieve its objectives (outcomes and outputs), as defined in the project plan?
- Has the project made a difference when it comes to youth's financial development?
- Have the project empowered the youth's with better skills and knowledge to run an enterprise?
- Did the trained youth start enterprises or engage in income generating activities?
- Do we see any effects in terms of increased entrepreneurship of the target population?
- Has the project been successful in initiating an increased interaction between social groups (for example between religious factions)?
- Have there been any external factors that have hindered or facilitated the project to meet its set goals?
- Has the youth met any opportunities or hindrances in accessing microcredit?
- To what extent can results be attributed to the project? For this, use the information in the baseline to enable comparison and analysis. Thus, measure the change in:
 - Youth's knowledge level, attitudes and practice related to entrepreneurship and self-employment in the three regions.

- Youths' capacity to create and strengthen sustainable income generating activities.
- Youth entrepreneurial skills, orientation, motivations and barriers to entrepreneurship.
- Youth engagement and participation in socio-economic and political matters.
- Opportunities and hindrances faced by youths (aged 18 and above) in accessing microcredit.
- The social, economic and cultural factors that negatively affect young people and limit their full participation in and benefit from education, social entrepreneurship opportunities and community development.
- Youth's abilities in tapping into the existing technologies and environment to enhance their ability to invent and innovate.
- The driving forces/factors that influence youth to engage in destructive activities and practices.
- Stakeholders' (e.g. local government and leaders, headmasters, teachers) attitudes towards integrating entrepreneurship, mentorship and vocational trainings in the school curriculum.
- Stakeholders and services that provides job and business support, especially to youths, and number of partnerships created within the project.

4. Sustainability

- Was any physical infrastructure developed? How is it functioning?
- Will the results of the project be sustainable after the end of the project?
- Are the young enterprises expected to survive?
- Has the project activities contributed to a dialogue between different cultures and religions that is expected to continue after end of implementation?
- Did the project have an exit or sustainability strategy? Was it followed?

5. Gender and environment

- Was girl's or young women's participation fostered and adequate?
- Was the composition of the project implementation team gender balanced?
- Are project information and data gender-disaggregated?
- Did the project adequately consider gender-related aspects of the project?
- Were there sufficient gender analyses in the baseline study?
- Are projects results likely to contribute to girl's/women's empowerment?
- To what extent has the project contributed to raising awareness about women's rights?
- Were there any issues concerning environmental sustainability? If such issues were identified, how were they dealt with?
- Are there any outputs or other aspects of the project that are likely to have adverse effects on the environment? If so, how can this be mitigated?
- Are there any outputs of the project that are likely to have positive effects on the environment?

6. Impact

- To what extent have the lives of youths and their families been improved? Can this be expected to be improved further with time?
- What are the prospects for upscaling, replication or multiplier effects of the project?

- Has the project contributed to an increased peace and stability in Kenya, through better prerequisites for entrepreneurship and income generating activities for youth
- To what extent have the project contributed to a reduced poverty amongst youth in Kenya?

Expected deliverables and timeline:

Successful performance of this assignment will be based on the following activities and production and timely submission to HiH Eastern Africa, HiH Sweden and the Swedish Postcode Lottery of related deliverables:

1. Review of project documentation and relevant background documents. An inception report, providing information on how the assignment will be conducted, team composition, proposed methodology, timetable and data collection tools (including evaluation matrix, questionnaires and guidelines) and a budget to be submitted **by 31th October 2018**.
2. Briefing by the HiH EA M&E function, HiH EA project managers and by HiH Sweden programme staff and M&E function by **15th November 2018**.
3. Collection of data; monitoring data, focus group discussions and individual interviews with various categories of stakeholders and implementation of survey to be carried out between **07th January and 25th January 2019**.
4. Presentation of preliminary findings to HiH EA and HiH Sweden (connected via video link) by **8th February 2019**.
5. Data analysis, preparation of draft report and submission of a draft report of the evaluation to HiH EA and HiH Sweden for their review, factual corrections and feedback. Draft evaluation report **by 22th February 2019**.
6. A validation workshop involving staff, beneficiaries and key stakeholders to be held **28th to 1st February 2019 (one day to be selected)**
7. Incorporation of comments received on the draft evaluation report and preparation of a final report in English (Word and PDF versions including all annexes) by **15th March 2018** and include strengths and weaknesses conclusions, recommendations and lessons learned.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report should highlight any methodological limitations. It should present evidence-based findings, be balanced and bring up strengths as well as weaknesses, consequent conclusions, recommendations and lessons learned. The report should be written in English and shall not contain more than 35 pages, excluding annexes, and should include an Executive Summary of max 5 pages.

Evaluation management

A steering committee will be formed to manage the evaluation and consist of:

1. Two Monitoring & Evaluation (M&E) Managers – One each from Hand in Hand Eastern Africa and Hand in Hand Sweden.
2. Two Project/Programme Managers – One each from Hand in Hand Eastern Africa and Hand in Hand Sweden.

The selection of the evaluation consultants and approval of the final evaluation report will be done by the M&E teams, after consultation with other steering committee members.

Team composition, competences and experiences

The evaluation team should preferably be gender balanced and consist of at least two persons, one with expertise in evaluation and one with expertise in the subject area. The following competences and experiences are required within the team:

- A higher educational degree in social sciences, or evaluation or equivalent degree in a project-related field of expertise.
- At least seven (7) years of experience in conducting evaluations.
- Experience from development assistance projects and preferably in the areas of enterprise development, youth, gender, health or community development. Strong analytical skills with

special emphasis on data collection and analysis.

- Adequate understanding of gender, youth, human rights, social and cultural issues. Strong knowledge and understanding of the context of rural Kenya.

Languages: Fluency in relevant local languages and in English.

Core values: Integrity, professionalism and respect for diversity.

Absence of conflict of interest

The consultants must not have been involved in the design and/or implementation, supervision and coordination and/or have benefited from the project under evaluation. The consultants will be requested to sign a declaration that none of the above situations exist.

Submission of proposal

Interested candidates (preferably working as a team) should submit their proposal by **15th October 2018**. The proposal should be submitted over email to the following email addresses: eoi@handinhandea.org and margareta.degoys@handinhand.nu, specifying 'Peace and Prosperity' in the subject line. The consultant agencies/bidders are asked to provide:

1. A letter of interest.
2. A technical and financial proposal that describes data gathering and sampling methods and a detailed financial breakdown respectively.
3. A proposed process and timeframe for the evaluation.