

## Imarisha Maisha – Safe and Resilient Communities

---

### EVALUATION TERMS OF REFERENCE (TOR) And RE-DESIGN TERMS OF REFERENCE

#### 1. DETAILS

Date of ToR	December 2020
Evaluation Period	February-April 2021
Re-design Period	April-June 2021
Organisations	Anglican Church of Kenya, Mt Kenya West Diocese & Anglican Overseas Aid
Name of program	Imarisha Maisha: Safe & Resilient Communities
Program start date	July 2017
Program end date	June 2021
Program Value	AUD\$1,000,000
AOA key contact	Kylie Wingjan

#### 2. BACKGROUND OF PROJECT AND PARTNER

##### **Background**

Anglican Overseas Aid (AOA) receives funding from the Australian Government’s Department of Foreign Affairs and Trade (DFAT) under the Australian NGO Cooperation Program (ANCP) to implement projects which alleviate poverty. In partnership with AOA, the Anglican Church of Kenya in the Diocese of Mt Kenya West (ACKMKW) delivers the *Imarisha Maisha: Safe and Resilient Communities Project*. The project was initially designed as a 3-year project phase and following a mid-term review, was extended by one year to enable the project to consolidate new strategies.

AOA and ACKMKW commenced partnership in 1996 with a focus on HIV prevention and response. Work has evolved over time through a range of project interventions including the promotion of culturally sensitive health services, the development of income generation & economic opportunities, a reduction in gender-based violence and addressing child exploitation and abuse.

##### **Partner**

The Anglican Churches of Kenya, Diocese of Mt. Kenya West has a long history in community development activities within its jurisdiction and even beyond. The church has an extensive reach with both communities and government in implementing development projects. The Church works at the grassroots level with target communities, employing experienced local staff from project areas. It has over 20 years’ experience working with vulnerable groups, such as people living with HIV/AIDS, empowering them to start income-generating activities and encouraging a savings culture. These activities have provided opportunities for such individuals to access low interest credit facilities. It has also worked with pastoralist communities, implementing a holistic maternal child health project and promoting Pastoralist Friendly Health Services.

##### **Anglican Overseas Aid**

AOA is an overseas relief and development agency of the Anglican Church of Australia that has been working for over thirty years towards a peaceful, just, and sustainable world free from poverty.

AOA works with partners in Africa, Asia, the Pacific and Middle East to empower local communities to address social issues and reduce poverty. AOA utilises a strengths-based approach to development. This approach has been embraced by ACKMKW over a long-term basis and forms the primary development philosophy of the *Imarisha* project.

### **Project Goal**

Just and resilient communities with improved self-reliance reduced vulnerability and improved quality of life for all.

### **Project Outcomes**

Outcome 1: Communities have improved economic self-reliance and confidence in their own capacity (human, social, financial, natural, and physical) to achieve goals.

Outcome 2: Community structures protect women from harm and promote the rights of women.

Outcome 3: Community structures and schools protect children from harm and promote the rights of children.

Outcome 4: Government services are more responsive to gender and culture.

Outcome 5: ACK has strengthened capacity in community-based programs to prevent GBV, protect children, and promote self-reliance.

### **Project Theory of Change**

The *Imarisha Maisha Safe and Resilient Communities Project* aims to empower communities in nine high-risk locations in Nyeri and Laikipia North counties to implement strategies that reduce vulnerability to violence, improve self-reliance, and improve quality of life for all.

AOA's implementing partner, Anglican Church of Kenya (ACK), is targeting communities that face particular challenges in terms of gender-based violence (GBV), high incidence of child protection issues, limited employment or income-generation opportunities, or limited access to government services. A strengths-based approach will be a foundation for all aspects of the work.

#### **Strengthening Community and Grassroots Structures:**

Community leaders, including local chiefs and Nyumba Kumi (grassroots representatives) will also be equipped with greater knowledge of legal rights, including family violence and child protection to enhance community safety. Local clergy will be trained on Biblical Perspectives on GBV, to better support both parishioners and community members.

**Safer Homes:** Recognising that most cases of violence against women and children occur within a household, ACK will also deliver 'Family Life' - a program to promote respectful relationships between men and women, and between adults and children. ACK will also facilitate groups for women who have experienced GBV, utilising group-based methodologies that assist survivors of violence or trauma.

**Safer Schools:** ACK and the Kenyan Department of Education will strengthen a network of teachers who are "child guidance" champions, building on their training to model non-physical, non-punitive forms of classroom discipline, developing their skills to work with children demonstrating signs of trauma or distress. While schools remain closed due to COVID-19, ACK will work with primary stakeholders to form and train community-based child protection committees.

Self-reliance: increased economic self-reliance will be promoted, through both savings groups and support for exploration of small business development opportunities, targeting vulnerable people.

### 3. PURPOSE AND SCOPE OF THE EVALUATION

#### **Purpose**

To evaluate the effectiveness of the project in achieving the overall goal and outcomes and to use these results to subsequently lead a design process for the next phase of the project.

The evaluation will investigate potential impact of project activities on community members and other beneficiaries and sustainability of results, including the contribution to capacity development. This will include the collection of qualitative and quantitative data to measure the impact of the project, based on guidance from the ANCP and the OECD Development Assistance Committee (DAC).

The evaluation will place emphasis on local learning and sharing, and the evaluation will adopt an action research and participatory approach to lead to participation and ownership of the evaluation process by the community.

#### **Scope**

The evaluation will review the current project cycle from 1<sup>st</sup> July 2017 to 30<sup>th</sup> June 2021. It will focus on all aspects of the current programming, including strengthening community and grassroots structures, safer homes, safer schools, self-reliance, and organisational capacity strengthening.

#### **ANCP Evaluation Requirements**

As a project funded by the Australian Government's ANCP, specific requirements of the evaluation are outlined by DFAT, including:

- The evaluation will draw on monitoring data as well as new data collected through the evaluation, to assess the approach, methodology, outcomes and impacts of the project;
- The evaluation will examine the project in light of its original intention as well as how it has evolved, and any unintended consequences that have arisen;
- The evaluation will report on cross-cutting themes and provide disaggregated data in regards to gender (men, women), and people living with disability; and
- Provide evidence-based information that is credible, reliable, and valuable.

#### **DAC Criteria**

The following DAC criteria for quality evaluations will be incorporated into the key areas of inquiry detailed below:

- **Relevance:** What value does the project add to its context and situation, and how appropriate is the project to the community?
- **Efficiency:** Have project outputs been achieved at reasonable cost and has the project been cost effective or would other activities have led to achieving the same results at a more reasonable cost?

- **Effectiveness:** What progress did the project make towards its stated objective and outcomes? Did the project’s strategies succeed in supporting the self-reliance of communities in relation to the project’s key outcomes?
- **Impact:** What impact and effects have resulted from project activities that contribute towards long-term social and economic change at the community level?
- **Sustainability:** Are the positive changes that have come about as a result of the project likely to continue without the project running? (Significant emphasis should be placed on this element in relation to data collection, the report and recommendations made. These will feed into the next phase of the project through the re-design process.)

#### 4. EVALUATION QUESTIONS AND AREAS OF INQUIRY

The following are suggested evaluation questions. AOA and ACKMKW invite the evaluation consultant to use these as a guide for a final set of proposed questions to facilitate the required data collection.

Themes	Questions
<ul style="list-style-type: none"> <li>• Relevance</li> </ul>	<ul style="list-style-type: none"> <li>• What value did this project add to the community?</li> <li>• To what extent did this project meet community needs?</li> <li>• Do the key outcomes promote and contribute to individual and community self-reliance?</li> <li>• Do the key outcomes promote and contribute to safer homes, schools, and communities?</li> <li>• Are the outputs and indicators of the programme consistent with the intended outcomes?</li> </ul>
<ul style="list-style-type: none"> <li>• Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Did the project provide good value for money?</li> <li>• Were outcomes achieved on time?</li> <li>• Was the project implemented in the most efficient way compared to alternatives?</li> </ul>
<ul style="list-style-type: none"> <li>• Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent were the outcomes achieved?</li> <li>• What were the major factors influencing the achievement or non-achievement of the outcomes?</li> <li>• What were the major factors that did or did not reinforce or produce self-reliance in beneficiaries?</li> </ul>
<ul style="list-style-type: none"> <li>• Impact</li> </ul>	<ul style="list-style-type: none"> <li>• How many people have been affected and to what extent?</li> <li>• As a result of this project, what changes were produced relative to those intended, and unintentionally, if any?</li> <li>• Has individual and community self-reliance been strengthened as a result of the project outputs?</li> <li>• What are the project’s main achievements?</li> <li>• What do people do differently after involvement in the project?</li> </ul>
<ul style="list-style-type: none"> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• To what extent will the benefits of the project continue after the withdrawal of funding?</li> <li>• Will individuals and communities continue to be self-reliant post funding? How and to what extent?</li> </ul>

	<ul style="list-style-type: none"> <li>• What were the major factors which influenced the achievement or non-achievement of sustainability of the project?</li> </ul>
--	---

## 5. METHODOLOGY

The data required to answer the research questions is primarily data which serves to examine the *worth of the project* and the *value of the project approach*. Secondary, the data required will *explain* as well as *measure*, progress towards project outcomes. Therefore, a mixed methods strategy is proposed, utilising a combination of qualitative and quantitative data with a summative or formative focus on the range of activities as appropriate. The proposed methodology must be COVID-safe and take into account the local context concerning restrictions and health and safety protocols.

In line with the project goal, the evaluation will have a strong focus on inclusivity and the evaluation itself (both outcomes of the evaluation and the process/methodology) should have a strong emphasis on community engagement, involvement and learning.

The evaluation and the re-design **MUST** include a gender, disability and social inclusion (GEDSI) analysis, given the thematic focus on women's inclusion, participation, empowerment and the communities' and churches response to family violence and child protection. The evaluation will also be required to report on cross cutting themes and provide dis-aggregated data in regards to gender (men, women), people living with disability and reference to environmental impact.

AOA and ACK invite proposals of specific evaluation methodology from interested consultants with a strong track record of participatory evaluation, preferably with knowledge of economic and gender programming in the context. Methodology must be participatory, formative and summative in requested areas and involve community as a shared learning process.

The purpose of the evaluation is to obtain a comprehensive understanding of the value and worth of the project that complements the progress towards outcomes, from the perspective of project participants and key stakeholders. Though the prospective consultant is invited to propose an evaluation approach, it is anticipated that the evaluation will include a broad range of data sources and collection methods which may include any or all of the following:

1. Document review: Documentation regarding the project will be made available to the consultant, including the project design document, a baseline report, bi-annual reports, project monitoring reports, a formative evaluation, and other relevant documentation.
2. Pilot testing: Or early rapid interim review to allow for adjustment of questions and other tools as needed:
3. Semi-structured key informant interviews: These may be held with project staff at both ACK and AOA, as well as key community stakeholders involved in the program, including women and men targeted by the project, and leaders of other community-based organisations (CBOs).
4. Focus Group Discussion (FGDs): FGDs may be held within the community, enabling increased scope and convenience for community members to discuss together and provide feedback to AOA and ACK their assessment of the project.
5. Gender analysis: A specific gender analysis tool (to be provided in document pack) should be utilised to ensure the Theory of Change is underpinned by culturally and contextually relevant approaches to gender empowerment.
6. Observation: Observation of project activities in at least three project sites will be used to support triangulation of the information.
7. Data analysis: Analysis of qualitative and quantitative data.

8. Partnership Survey: Survey of ACK and AOA will be completed using the AOA partnership tool. Findings will be analysed and presented in the final report.

## 6. GUIDING PRINCIPLES

The evaluation will have a strong emphasis on participation and reflection by both AOA and ACK on the value and worth of the program, progress the project has made over its current cycle, and the successes and challenges of programming strategies. Members of AOA and ACK will be active participants in carrying out the evaluation.

The evaluation will uphold the strengths-based approach (SBA) of the project, which recognises that communities themselves possess existing strengths which can be leveraged for social good. It is recommended that the evaluation use participatory methodologies with other complementary methodologies to uphold the SBA.

The gender analysis will examine processes that promote, enforce and monitor equality throughout the project and local actors' influence on traditional gender norms. In respect to the analysis of project activities, firstly, it will capture stories of change, namely, women's enhanced decision-making due to the promotion of women's involvement in economic empowerment activities. Secondly, analysing the relationship between women's economic growth and gender equality within their homes. Lastly, with a broader community scope, the change in community discourse surrounding family-based violence and gender equality and the reduction in family violence. A key objective is for the evaluation to be a learning process for ACK and the community, and that the process itself benefits the community and project.

## 7. DISSEMINATION OF EVALUATION FINDINGS

Evaluation findings will be verified with community members and project partners progressively throughout data collection. The first draft of the evaluation report will be submitted to AOA and ACK team members for review and verification.

AOA will share the final evaluation report with DFAT as required, and success stories will be shared with permission through AOA's communication strategies as appropriate. ACK will share findings of the evaluation with project stakeholders and communities. This will be key in gathering input into the design of a new project.

## 8. DRAFT TIMETABLE FOR INPUTS AND DELIVERABLES

The main output of the evaluation will be the Evaluation Report. The report will be completed in English and should address the Evaluation Report Checklist provided in Appendix 1. The key milestones are presented below.

Milestones	Responsible	Consultant Input Days	Approximate Due Date
Recruit consultant and sign contract	AOA and ACK	N/A	16 <sup>th</sup> January 2021
<b>Evaluation planning:</b> <ul style="list-style-type: none"> <li>Develop and finalise evaluation plan</li> <li>Detailed documentation review</li> <li>Develop data collection tools</li> </ul>	Consultant	3 x days	1 <sup>st</sup> February
<b>Evaluation Fieldwork:</b> <ul style="list-style-type: none"> <li>Meet with in-country stakeholders</li> <li>Adapt plan if required and test collection tools</li> </ul>	Consultant to lead in conjunction with ACK	10 x days	Mid-February

<ul style="list-style-type: none"> <li>• Train enumerators</li> <li>• Data collection</li> <li>• Data verification with stakeholders, including evaluation workshop</li> </ul>			
<b>Data analysis and report writing:</b>	Consultant	3 x days	15 <sup>th</sup> March
<b>Finalise report:</b> <ul style="list-style-type: none"> <li>• Share draft evaluation report</li> <li>• AOA &amp; ACK provide feedback to consultant</li> <li>• Feedback incorporated into final report</li> </ul>	Consultant AOA ACK	1 x day	15 <sup>th</sup> April
AOA obtains management response from ACK	AOA	NA	
Report submitted to donors.	AOA	NA	
Dissemination of Evaluation Report to stakeholders in country.	ACK Lead	NA	
<b>Re-design Fieldwork:</b> <ul style="list-style-type: none"> <li>• Participatory redesign process for the next project phase, including design workshop.</li> </ul>	Consultant in conjunction with ACK	3 x days	Late April
<b>Design Developed:</b> <ul style="list-style-type: none"> <li>• Based on AOA template, including monitoring, evaluation &amp; learning framework &amp; GEDSI analysis.</li> </ul>	Consultant in conjunction with ACK and AOA	5 x days	Early June

## 9. EVALUATION TEAM ROLES – INTERNAL & EXTERNAL

Role	Name	Responsibilities
Evaluation Team Leader	Consultant	<ul style="list-style-type: none"> <li>• Lead on Evaluation using participatory methods</li> <li>• Develop the participatory methodology and evaluation plan, including determining relevant data collection tools</li> <li>• Suggest alternative baseline or comparison data if required</li> <li>• Identify, train, and supervise enumerators</li> <li>• Ensure the required data is collected and analysis carried out to make quality judgement of project achievements and challenges in progress towards project goal and outcomes.</li> <li>• Ensure evaluation meets DFAT ANCP requirements (including inclusion of gender and disability data).</li> <li>• Lead presentation of findings to key stakeholders.</li> <li>• Write report, take on feedback &amp; finalise evaluation report</li> <li>• Make recommendations for future collaboration.</li> <li>• Lead participatory re-design based on evaluation findings.</li> <li>• Develop project design in collaboration with ACK and AOA.</li> </ul>
AOA	AOA Program Manager Kylie Wingjan	<ul style="list-style-type: none"> <li>• Oversee the evaluation process, liaise with consultant/Partner</li> <li>• Co-design the evaluation with partner and consultant</li> <li>• Participate in data collection and analysis</li> <li>• Contribute to report review and finalisation</li> <li>• Distribute and circulate report within Australia, including donor.</li> <li>• Obtain management report &amp; consider recommendations.</li> <li>• Contribute to development of new design for next project phase</li> </ul>

ACK	ACK Director Millicent Wambugu	<ul style="list-style-type: none"> <li>• Engage an independent translator if required</li> <li>• Co-design the evaluation with AOA and Consultant</li> <li>• Manage in-country logistics</li> <li>• Support stakeholder engagement</li> <li>• Facilitate data collection process to enable quality judgement of project achievements and challenges in progress towards project goal and outcomes</li> <li>• Participate in data collection and analysis</li> <li>• Contribute to report review and finalisation</li> <li>• Distribute and circulate report within country</li> <li>• Consider report recommendations for future programming</li> <li>• Contribute to development of new design for next project phase</li> </ul>
-----	---	---

## 10. EXPRESSIONS OF INTEREST

Due to COVID-19 travel restrictions, expressions of interest **from persons currently residing within Kenya**, are invited for this consultancy by 31st December to Kylie Wingjan, [kwingjan@anglicanoverseasaid.org.au](mailto:kwingjan@anglicanoverseasaid.org.au) and Millicent Wambugu, [millicent@ackmtkenyawestprojects.co.ke](mailto:millicent@ackmtkenyawestprojects.co.ke). AOA and ACK will jointly appoint the consultant.

Expressions of interest should include:

- A resume providing two referees with email addresses,
- A written cover letter which includes the applicant's
  - Demonstrated understanding of the assignment and proposed approach
  - Relevant experience and qualifications
  - Demonstrated ability to work with faith-based organisations
  - Demonstrated skills and knowledge in gender and community development
  - Experience in evaluating DFAT or other Government funded projects
  - Understanding of the context in-country
  - Proposed budget indicating daily professional fee and enumerator costs
  - Availability over the evaluation and re-design period

Examples of similar prior work would greatly assist in the selection process.

Please note:

- An AOA staff member will participate in the evaluation remotely.
- The contracted consultant may be required to arrange personal insurance coverage.
- The contracted consultant and any assistants engaged for the purpose of the evaluation must agree to comply with ACK's Child Protection and Preventing Sexual Exploitation, Abuse and Harassment Policies, and sign ACK's *Child Protection and Safeguarding Code of Conduct*. This also includes the provision of a Police Clearance and/or Statutory Declaration by all agents attesting to the absence of any/all proven or pending cases in relation to offences against children and offences of a sexual nature.
- The successful applicant will enter a contract with ACK.

## Appendix 1

### Evaluation Report Checklist

During the drafting of the Evaluation Report, the Evaluation Team must use the following checklist to ensure the Report meets required standards.

- 
- 
- The report includes each of the sections set out in the Evaluation Terms of Reference
  - The report includes a summary of the project context, theory of change, outcomes and indicators for reference.
  - The report presents data clearly through tables/graphs/maps as appropriate.
  - The report responds to each of the evaluation questions listed in the TOR.
  - The report provides clear, evidence-backed findings on the success of the project relative to the goals, outcomes and indicators established in the project design.
  - The findings reference baseline data to demonstrate progress/lack of progress. If insufficient baseline data is available, a control group/other method has been employed during research to demonstrate the causal relationship between project activities and outcomes.
  - The findings and conclusions of the report are clearly based on the (quantitative and qualitative) data that has been collected.
  - The report presents a conclusion, backed by evidence, on the extent to which the project theory of change assumptions were correct and recommends alterations as appropriate.
  - The report includes direct quotes and two case studies from participants to demonstrate change.
  - The report considers the extent to which participants have taken ownership of the project activities, and the extent to which the project has built community capacity to address development needs in the future.
  - The report includes the feedback of non-participants in the project area.
  - The report addresses whether there have been any (positive or negative) unintended consequences of the project activities.
  - The report considers the impact of the project activities on women; and whether the project has contributed to increasing gender equality.
  - The report considers the management of cross-cutting issues, including child protection, disability, HIV/AIDS, family planning and environment.
  - The report evaluates sustainability prospects and the likelihood of the benefits continuing to spread to non-participants.
  - The report evaluates the project’s risk management approach.
  - The report presents an opinion as to whether the chosen approach was the most appropriate, and whether it represents good value for money.
  - The report evaluates the extent to which local partners demonstrated the range and level of skills required to manage the program effectively.
  - The report makes at least five recommendations as to how future projects could be improved, each of which align with the findings in the body of the report. These recommendations may address enhanced effectiveness, give greater value for money or strengthen sustainability.