



Kenya



Terms of Reference

AMKENI waKENYA – END TERM EVALUATION: July 2008 to September 2014

1. BACKGROUND

Amkeni Wakenya is a UNDP led facility set up to promote democratic governance in Kenya. The name “Amkeni Wakenya” is inspired by the second stanza of the National Anthem that calls upon all Kenyans to arise and actively participate in nation building. Amkeni Wakenya was established in July 2008, then known as the “Civil Society Democratic Governance Facility (CSDGF)” and works through Civil Society Organizations to promote democracy, human rights, governance reforms, and the integration of a rights based approach in social and economic reforms in Kenya. Participating development partners include the Royal Netherlands Embassy (RNE), the Swedish Embassy, Embassy of Norway, the European Union, Embassy of Japan and the United Nations Development Programme (UNDP). At the time of inception Amkeni Wakenya operated on the basis of three pillars, namely grant making, capacity building and learning & knowledge management; however these pillars have since been modified in the Amkeni Strategic plan 2011-2015 and are known as programme delivery methodologies.

At the time of its inception, the Amkeni project sought to set up a facility to support civil society activities in democratic governance. The long term outcomes of the project are to enable citizens to benefit from a more accountable, just, transparent and democratic society and to support civic engagement which empowers the citizens to influence public policies. The project supports activities to strengthen participatory democracy, social justice, the rule of law and protection of human rights and facilitate citizens' active engagement in governance reforms and development processes.

1.1 Specific outputs of the programme include:

- i) Operational mechanisms for channeling support to civil society organizations in the area of democratic governance established
- ii) Civil society engagement in national development objectives and reforms in other priority areas in the democratic governance field strengthened
- iii) Coordination of donor support strengthened
- iv) Principles of organizational good governance practices adopted and implemented by participating organizations
- v) Public debate and civic awareness on result areas increased, leading to a more informed and participative citizenry, including in rural and remote areas
- vi) Structured dialogue between donors and civil society enhanced

1.2 The Overall programme objectives are:

- To enable citizens to benefit politically, socially and economically from a more accountable, just, transparent and democratic society that upholds the respect for human rights and fundamental freedoms
- To support civic engagement, which empowers all people to influence public policies, through their civil society organizations at all levels

1.3 The Specific programme objectives are:

- i) Strengthen participatory democracy, social justice, the rule of law and protection of human rights
- ii) Increase organizations' internal good governance practices (against established benchmarks and as part of the capacity strengthening)
- iii) Promote and facilitate citizens' active engagement in development processes and their capacity to take action
- iv) Transmit citizens' concerns and ideas to local governance institutions and elected parliamentarians, appropriate parliamentary committees, committee staff and reform institutions
- v) Enhance a two-way communication flows between rural and remote areas/actors and national development processes.

1.4 Project Scope

The facility initially focused on the five priority reform areas of the GJLOs programme namely:

- Governance reforms
- Human rights reforms
- Justice reforms
- Law and order reforms
- Reform oriented capacity building

Amkeni Wakenya seeks to promote democratic governance reforms through supporting civil society organizations. The nature of support extended to civil society organizations by Amkeni Wakenya is through: Grant making, capacity development and learning and knowledge management. Since its inception Amkeni has managed to provide grants to CSOs and CBOs country wide through successive calls for proposals. So far Amkeni has published five calls for proposals and supported over 200 civil society organizations to undertake democratic governance reform initiatives mainly in the rural areas.

This independent End-term evaluation seeks to assess the extent of the achievement of the intended results from the inception of Amkeni in July 2008 to July 2014 in general and in particular pay closer attention to the period from January 2012 to July 2014. This is because a Mid-Term Review was held for the period July 2008 to December 2011; however the End-term evaluation should also capture the results and lessons learnt from the Mid-term Review of 2012. It shall also evaluate the role that Amkeni and other partners have played in this regard. The End term evaluation will also help to clarify underlying factors affecting the project, highlight unintended consequences (positive and negative), generate lessons learnt, highlight the results achieved, document the challenges and recommend actions to improve performance in future programming.

2.0 Purpose of the End -Term Evaluation

According to the Joint Statement of Intent (JSI), between the development partners supporting the Amkeni Wakenya programme an independent End- term Evaluation of the Amkeni Facility will be commissioned by UNDP in consultation with the Amkeni development partners group, to assess the structure of the facility as well as the progress made towards the realization of the facility's target outputs and outcomes. This review is to be conducted at the end of the first phase of the project.

2.1 Objective of the Evaluation

The overall objective of the evaluation is to (1) assess the impact of the “Civil Society Democratic Governance Facility” Project and (2) produce recommendations for the next phase of the project and future Democratic governance programmes. The Evaluation is expected to improve the effectiveness of the support extended to civil society organizations in the democratic governance sector

2.2 Specific Objectives

Specifically, the Evaluation aims to accomplish the following:

- a) Review the performance of the Project in achieving the outputs as per the Project Document and the Amkeni strategic plan 2011-2015 and their contributions to the outcomes;
- b) Evaluate the results achieved and the Impact made by all the calls for proposals published by Amkeni since inception beginning from Call.1, Call 2, Call 3, Call.4 and Call 5 Including the QRF/Emerging Issues Fund
- c) Identify factors, which facilitated or hindered the achievement of results, both in terms of the external environment and those internal to UNDP Amkeni Wakenya and document lessons learned in the implementation stages. This should include but not be limited to assessing the strengths and weaknesses in project design, management, coordination, human resource, and financial resources;
- d) Assess the appropriateness of the programme strategy including the programme institutional/management arrangements and the basket fund modality to reach the intended outputs and outcomes;
- e) Establish the extent to which the approach and implementation of the Project contributes to sustainable democratic governance in Kenya;
- f) Determine the extent to which the project addresses crosscutting issues including gender, human rights and conflict prevention and management;
- g) Make clear and focused recommendations that may be required for enhancing effectiveness of the Civil Society Democratic Governance Facility by UNDP and development partners;

3. Scope of the Evaluation

In assessing the impact of the Project, the evaluation will take into consideration:

Relevance

- a) the project's concept and design within the context of the GJLOS Reforms, Vision 2030, UNDP Country Programme Action Plan 2008-2013;
- b) to what extent the immediate objectives of the Project have been attained and how effective it has been in helping the Government of Kenya in achieving the development objectives;

Effectiveness

- c) whether the problem (s) the Project was supposed to solve was clear, objectives were achievable, and whether the relationship between the objectives, the outputs, the activities and the inputs was clear, logical, and commensurate, given the time capacity and resources available;
- d) Project implementation and operational performance. Particular attention will be given to the mobilization of the Civil Society, UNDP, and donor inputs in terms of quality, quantity and timeliness and the impact of these external factors on the project work plan schedule and the overall management arrangements;

Efficiency

- e) Value for money of some of the expenditures from a comparative perspective taking into consideration the context, expected results and available options;
- f) the quality and timeliness of the implementation and responsiveness of the Project in light of the objectives, outputs, activities and risks;
- g) whether the benefits accruing from the investments made under the programme enabled Amkeni to enhance its capacity to manage future civil society support and if enough efforts have been made to ensure that capacities will be maintained in the post-project situation;

Sustainability

- h) the long-term viability and therefore sustainability of the Amkeni Project in terms of availability of national resources necessary/required to continue the efforts begun by the project, once UNDP assistance terminates;
- i) Assess the sustainability of NGOs/CBOs as beneficiaries of the project.

4. Review Methodology

Based on UNDP guidelines for evaluations, and in consultations with UNDP Amkeni wa Kenya, the Consultants should develop a suitable methodology for this evaluation. The evaluation will be inclusive and participatory, involving all stakeholders in the analysis. The evaluators should make the evaluation process participatory through consultations with key stakeholders in order to utilize existing information, examine local sources of knowledge and to enhance awareness about mainstreaming results-based management.

During the review, the evaluators are expected to apply the following approaches (among others) for data collection and analysis:

- Desk review of relevant project documents such as:
 - Project Document;
 - Amkeni Strategic plan 2011-2015
 - Annual Project Reports
 - Project progress reports;
 - DEX project audit reports;
 - Project Logical Frameworks
 - Annual Workplans
 - Review/Evaluation reports such as the Amkeni MTR Report
 - Implementing partners/CSOs Narrative and financial reports
 - Implementing partners/CSOs Annual Reports
 - Implementing partners/CSOs End term Reports
 - Consultancy reports.
- Discussions/interviews with the Senior Management and programme staff of UNDP and Amkeni Wakenya

- Briefing and debriefing sessions with UNDP and Amkeni as well as with development partners, SRG and Implementing partners;
- Interviews with key informants (including gathering the information on what the partners have achieved with regard to the outcomes and outputs
- Field visits to selected project sites and discussions/interviews with project teams, project beneficiaries;
- Consultation meetings/ Focus Group discussions

Interviews:

The consultants will liaise and gather information through meetings and interviews with key informants, with the various stakeholders including the Amkeni team, UNDP, development partners, stakeholder Reference Group, cooperating partners in the democratic governance sector, NGOs and CBOs and private sector representatives, as well as beneficiaries and local communities.

Field Visits:

Field trips will be undertaken to project sites to confirm and verify developments on the ground and to assess the work which the Amkeni funds have been doing within the communities throughout the project life-span.

Presentation of the Findings:

The initial findings and recommendations will be presented to Amkeni Wakenya, UNDP, representatives of the development partners and the Amkeni Stakeholders Reference Group.

5. Evaluation Team Composition

The Consultancy Firm will designate an evaluation team which will consist of one Lead Consultant and 3 evaluation team members (Experts). Under the overall supervision of the Amkeni Wakenya Programme Manager, the Evaluation Team will conduct a participatory End-Term evaluation.

a) Evaluation/ Review Ethics

1. The Evaluation should be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (see UNEG Norms and standards in the [United Nations Evaluation Group Standards for Evaluation in the UN](#) (2005) and the [Ethical Code of Conduct for Evaluation in UNDP](#)

b) Requirements

Qualification Requirements for the Consultancy Firm

The successful Consultancy Firm should have:

- A minimum of **five (5)** years of solid experience in undertaking evaluations and impact assessments of large scale donor-funded projects preferably in the field of democratic governance in Kenya or East African region
- The firm should have evaluated a programme with a budget of not less than **5 million dollars**
- Demonstrable understanding of capacity development/strengthening of the civil society sector in Kenya or East African region.
- Working knowledge of UNDP, the civil society sector and working with state/ public authorities on issues related to democratic governance.
- Ability to design evaluation studies and apply them using a variety of quantitative and qualitative methods
- Ability to designate a qualified Lead Consultant to be in charge of the Review and three qualified evaluation team members (Experts)
- Legally registered in Kenya

Qualification Requirements for the Lead Consultant

- A PHD in social sciences or a Master's degree in political science, law or social sciences with ten (10) years post qualification experience in the relevant field.
- Strong evaluation skills and extensive experience in conducting evaluations
- Demonstrable understanding of capacity development/strengthening of the civil society sector
- Working knowledge of UNDP, the civil society sector and working with state/ public authorities on issues related to democratic governance.
- Knowledge of gender, women empowerment and human rights is essential
- Extensive knowledge of result-based management, monitoring and evaluation
- Experience in applying SMART indicators and reconstructing or validating baseline scenarios
- Professional expertise in international development co-operation, in areas of democratic governance, programme evaluations reviews and impact assessments
- Demonstrated analytical, communication and report writing skills
- Fluency in speaking and writing in English

The **Lead Consultant** will have overall responsibility for the quality and timely submission of all deliverables including the final evaluation report to Amkeni Wakenya. Specifically, the lead consultant will perform the following tasks:

- Lead and manage the evaluation team
- Design the detailed evaluation plan, methodology and survey instruments;

- Ensure efficient division of tasks between the members of the evaluation team
- Draft and communicate the evaluation report to Amkeni Wakenya

Qualification Requirements for the Evaluation team members (Experts)

The Consultancy firm shall designate an evaluation team to work under the Lead Consultant with good credentials and qualifications in the following areas:

- Masters degree in Law, political science, public administration or social sciences
- At least 7 years of professional experience in the area of democratic governance
- Strong evaluation skills and extensive experience (at least 8 years) in conducting programmatic as well as financial evaluations and reviews of projects in the non-governmental sector
- Proven expertise in project/programme management
- Demonstrable expertise and experience in monitoring and evaluation of governance programmes
- Sound knowledge and understanding of the governance processes in Kenya
- Experience in conducting reviews and evaluations
- Experience in conducting value for money reviews and evaluations
- Good analytical and report writing skills
- Fluency in speaking and writing in English

The Review team will among others perform the following tasks:

- Review programme and financial documents
- Participate in the design of the evaluation methodology;
- Conduct the outcome and output evaluations in accordance with the proposed objectives and scope of the evaluation;
- Interrogate and integrate financial aspects of the project in the mid-term review
- Ensure that the review focuses adequate attention on the value for money dimension
- Participate in the field work
- Assist the Lead Consultant in finalizing the draft evaluation report through incorporating suggestions received.

3. Planning and Implementation Arrangements

- a) **Management arrangements** – The Amkeni Programme manager will be responsible for the overall management of the Evaluation

The Amkeni Programme Manager will liaise with the team of consultants to set up the stakeholder interviews, arrange the field visits, co-ordinate and liaise with other project stakeholders.

b) Tentative time frame and schedule for the Review:-

The duration of the assignment is 30 working days including the writing of the report.

Activity	Timeframe	Responsible Party
Initial briefing	(One day)	Amkeni team, Representatives of development partners, SRG representatives, Lead Consultant, Evaluation team
Desk review, Review design & methodology and detailed work plan, and access to relevant reports	(Four days)	Lead Consultant Evaluation team
Presentation of Inception Report	(One day)	Lead Consultant Evaluation team
Consultations, meetings as well as field visits to project sites Analysis and synthesis of the findings	(Thirteen (13) days)	Lead Consultant, Evaluation team Amkeni team
Preparation of draft Evaluation report	(four days)	Lead Consultant, Evaluation team
Presentation of draft Evaluation report to Amkeni, SRG, Development partners, UNDP	(One day)	Lead Consultant, Evaluation team
Feed-back by the Amkeni, SRG,DG and other stakeholders	(two days)	Amkeni team
Finalization of Review report incorporating additions and comments provided by the Amkeni team and the stakeholders	(Three days)	Lead Consultant, Evaluation team
Submission of the final Evaluation report to Amkeni Wakenya	(One day)	Lead Consultant Evaluation team

b) Key Deliverables

- Inception report on proposed evaluation methodology, work plan and proposed structure of the report
- A draft evaluation report
- Final report, including a 2-3 executive summary, and with evidence-based conclusions on each of the evaluation objectives, and lessons learnt and should include:

- Executive Summary
- Introduction
- The Project(s) and its development Context
- Findings and Conclusions
- Recommendations

- Lessons Learnt
- Evaluation Report Annexes including among others the Terms of Reference for the evaluation as well as a list of questions used during interviews

e) Reporting

The Consultancy Firm will be reporting directly to the Amkeni Wakenya Programme Manager who will liaise with the other stakeholders including the Development partners group, the stakeholders Reference Group and other stakeholders.

f) Duration of Assignment

The detailed schedule of the evaluation and the length of the assignment will be discussed with the Consultants prior to the assignment. It is estimated that the assignment should be executed within a period of 30 Working days.

g) Fee

The Consultancy firm will be recruited and paid in accordance with UNDP terms and conditions of remuneration for consultants. The payments to the Consultancy Firm will be pegged on the attainment of certain Milestones as per the Work Schedule.

Annexes

2. UNEG Norms and standards in the [United Nations Evaluation Group Standards for Evaluation in the UN](#) (2005).
3. Code of conduct for Evaluators in the UN System which is found in the [Ethical Code of Conduct for Evaluation in UNDP](#)