

EXPRESSION of INTEREST

Standard Terms of Reference for the Mid Term Review GAA 2018 Kenya Programme

1. Background

The Girls Advocacy Alliance (GAA) is a joint initiative of Plan Nederland, Terre des Hommes Netherlands and Defence for Children - ECPAT Netherlands. The GAA is led by Plan Nederland and is implemented in strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework.

The GAA programme is implemented in Ghana, Ethiopia, Kenya, Liberia, Sierra Leone, Uganda, Bangladesh, India, Nepal and the Philippines, and at regional levels in Asia and Africa. These programmes are supported by interventions aimed at influencing policies in The Netherlands and at the level of multinational institutions. Fourteen Alliance Programme Committees (APTs) are responsible for the implementation of these 14 programme components.

The GAA Programme in Kenya focuses on economic empowerment especially affirmative action to increase decent job opportunities for vulnerable young women, while increasing the protection of vulnerable girls from sexual exploitation (through Child Marriage and commercial transactions) and child trafficking. Targeted areas are Kisumu East in Kisumu County, Kwale County (Matuga, Msambweni and Lunga Lunga sub counties) and Nairobi informal settlements in Nairobi County.

The 5 year programme started being implemented in Kenya in June 2016 and now, a Mid Term Review (MTR) is planned for 2018. This Terms of Reference (ToR) outlines a proposed set-up of the review at Programme Component Level.

2. Objectives for the Mid Term Review

Halfway its programme, the GAA wishes to engage in a review and reflection process that feeds plans and strategic decisions on the remaining period of implementation 2019-2020.

The MTR is intended to contribute to the following objectives:

- Assess relevance, efficiency, effectiveness and sustainability of the GAA programme in Kenya
- Identify lessons learned in lobby and advocacy and CSO capacity development

The Mid Term Review process is planned for the period July - December of 2018 to allow for the recommendations to influence the 2019 planning process. The MTR will focus on progress of outcomes, how outcomes were achieved, the interlinkages between the different levels of the programme and the effectiveness of the networking, collaboration and partnership relations within the GAA Kenya programme at different levels.

3. Intended use of the Midterm Review

The results of the MTR will be used to:

- Inform strategic decisions on the direction on Programme thematic and Component level in 2019-2020 and beyond
- Inform program plans for 2019-2020 at national and county levels

4. Guiding principles

The MTR is designed as an internal review process to be facilitated by an external lead consultant at overall level and will be an opportunity to highlight the programs **successes, strengths, opportunities, challenges and key learning's** in light of the period 2019-2020 and beyond.

The MTR should be focused on **usefulness, applicability and learning** on and for the programme at Programme Component level and the interlinkages and synergy between the different levels (International, national, county level). The evaluation is not driven by accountability requirements, but will take into account elements of project relevance, effectiveness, sustainability and efficiency.

Inclusiveness and participation: the MTR approach will make use of participatory methods (Outcome Harvesting, Most Significant Change, Appreciative Inquiry, Peer Review, contribution analysis and Self-Assessment) that allow for reflection of different views and perspectives of GAA beneficiaries, staff and partner organisations, and of knowledgeable external stakeholders. Ownership of the review process is placed as much as possible with the APTs responsible for the implementation of the programme components. The lead consultant and GAA desk will be facilitating and supporting the Alliance Programme Teams (APTs) in preparation, design, and implementation and reporting of the MTR.

The MTR will **align with the programme's PME cycle** as much as possible; the dissemination meetings will be ideally combined with the Annual Strategic Planning meeting (October 8th -12th). Also the MTR will make use of existing (monitoring) data, requiring as little additional data collection and time investment by programme staff and partner organisations as possible.

5. Core evaluation questions

The MTR at Programme Component level will aim to answer two core questions:

1. To what extent is GAA so far **achieving its objectives, looking at intermediate and 2020 outcomes (as outlined in the ToC for the Kenya programme - visual and narrative, annual programme reports (2016, 2017), annual plans (2017,2018) and Kenya programme baselines reports, social norm mapping and other relevant documents** where necessary. As the GAA Theory of Change builds on **two elements** (Annual Partners Capacity Assessment and **Annual Capacity Development reports and plans for CSO partners and Lobby and Advocacy**), the MTR needs to address **progress on both these program elements especially on what has been done since June 2016 - 31st June 2018.**

- What Lobby and Advocacy outcomes** and signs have been achieved, reported and substantiated so far at national and county level?
- What Capacity Development outcomes, report, plans** and signs have been achieved, reported and substantiated so far at country?
- What is the **added value of the TWGS, Alliance, networks and partnerships** at Programme Component and thematic level at national and county levels?
- Based on the data gathered at Programme Component level and identified under and based on additional validation and triangulation, what can be said about **the validity of the identified Lobby & Advocacy outcomes of the GAA programme?**
- Based on the findings, **what recommendations** can be made for the programme for 2019-2020 to increase its **relevance, effectiveness, efficiency and sustainability?**
- Based on the above, **what recommendations** can be made for the programme for 2019-2020 to (further) **strengthen the linkages and synergy for alliance, networks and partnerships within GAA and outside the alliance.**

2. What are the **identified success factors and challenges** that influence the extent to which the GAA achieves its objectives and how multi level alliance, partnership and collaboration **apply these success factors to strengthen program interventions?**

- The alliance identified **6 Lobby and Advocacy intervention strategies**¹. Based on the 6 strategies:
 - Which **examples of successful interventions** (strategy / processes / outcomes) can be identified? What are the main strategies used? Why were these interventions successful - considering multiple factors, such as beneficiary groups, stakeholder involvement, timing, enabling environment, etc.?
 - Which **examples** can be identified of **less successful strategies, processes and outcomes?**
 - Why were these interventions less successful - considering multiple factors, such as beneficiary group, stakeholder involvement, timing, enabling environment, etc.?
 - How can the **success and critical factors** be used to strengthen programme interventions?
 - What are **organisational capacities** that could be improved in line with partner capacity development and partner improvement plan?

¹ The GAA identified six intervention strategies: 'insider' strategies (1) Lobby, (2) Research (for advising), (3) Advocacy Campaigns (including awareness raising and the use of ICT and social media); 'outsider' strategies (4) Mobilisation and activism (including marches, rallies and litigation); and crosscutting strategies: (5) Linking and networking and (6) Capacity development.

6. Organisation of the Mid Term Review

The review process will be a country effort (focus on the 3 target counties), structured to:

- (1) Support the APT to strengthen the relevance, effectiveness, efficiency and sustainability of their GAA actions, identify lessons learned and include context-specific findings and recommendations into their plans for 2019 - 2020; and to
- (2) Generate comparable data on each programme component to make an overall analysis of the GAA programme.

The collected data and analysis will be processed into information at the level of each Programme Component, and at an overall alliance level.

An external Kenya Country lead Consultant will guide the whole MTR process at the APT level. The lead consultant in the Netherlands will support the APT appointed consultant in elaborating context-specific questions to be included in the MTR, support the APT consultant in the implementation of the MTR of the APT and the elaboration of a quality MTR report (guidance & feedback). The Lead Consultant in the Netherlands will prepare a synthesis report of all 14 GAA programme components, based on all 14 local MTR reports.

a) Preparation Phase

- **Elaboration of a review document at Programme Component level:**

The APT Annual Reports 2017 (based on the Outcome Harvest Meetings of early 2018) provided a lot of important and detailed information on the developments in the past year. In the review document the main issues reported by the APT's will be summarized by the LC and GAA-desk (e.g. context changes, progress and outcomes on Lobby & Advocacy and Capacity Development, Theory of Change and assumptions, lessons learned, strategic adjustments, Capacity Development). This review document will also include an analysis of the most challenging issues, suggestions for context-specific questions and define areas for data collection in order to analyse at overall GAA MTR level. This review document can be used as input for the MTR process.

- **Consolidated Outcome Harvest list at Programme Component level:**

All APTs have elaborated an Outcome Harvesting list (signs) for their annual report 2017 concerning the period 1-1-2017 / 31-12-2017. The categorization, consistency and the level of analysis of the Outcome Harvest differ per Programme Component. In order to have a good starting point for the MTR at APT level, the LC and GAA-desk will review and analyse this Outcome Harvest list. This analysis can be used as input for the MTR process.

- **Collection all relevant updated documents:**

It is important to collect all relevant documents at the start of the MTR among others the most up-to-date version of the visual Theory of Change (October 2017) and of the Smartified Outcomes, additional research, Annual Reports 2016/2017, other Programme Documents, Capacity Assessment Report December 2017/January 2018.

b) Implementation phase

- **MTR Planning and Conceptual Meetings**

At the start of the implementation phase APT Kenya shall hold an inception meeting with the locally recruited consultant and with all the relevant persons stakeholders involved e.g. Ministry of Gender, Department of Children's services, Civil Society Organizations working on issues of Gender and Economic empowerment both at County and National government, including the external consultant (LC) to discuss the objectives, planning & responsibilities and the expected results of the MTR. It is expected that the LC and GAA-desk will provide support and input at this meeting through a Skype call.

- **Data collection and analysis per programme component**

The MTR exercise will collect a number of quantitative data and qualitative data at Programme Component level in order to be able to make an overall analysis on the GAA-Alliance level. The review questions will clearly indicate which data will have to be collected and the LC and GAA-desk will provide guidance.

- **Submit list of most important outcomes period January 2018 - June 2018**

It is also considered important to include the outcomes of the first half of 2018 in the MTR. The APT will collect the most important outcomes in this period and include them in the MTR for further analysis.

- **Outcome Harvest**

The analysis of the outcomes elaborated in the review document and the updated outcome list can serve as input for the MTR process. It is intended to build on previous conclusions included in the APT Annual Report 2017 and to supplement them if necessary. In addition, a number of specific issues relevant in the MTR can be discussed.

- **Dissemination meeting of MTR report at APT Kenya level**

APT Kenya programme will organise a feedback and dissemination meeting to discuss context-specific recommendations of the MTR. Internal discussions between the local consultant and the APT prior to the actual Annual Strategic Planning in which preliminary results of the MTR and/or foreseen outcomes of the MTR will be discussed. During this meeting, implications for the (strategic) planning for 2019 will be discussed and/or consolidated.

c) Reporting

- **Draft MTR report**

The external consultant will elaborate a draft report and main preliminary findings and recommendations will be **presented** in an MTR dissemination meeting. The LC in the Netherlands will provide timely feedback on the draft reports at Programme Component level.

- **Final MTR report**

The external consultant will elaborate a final report including main issues discussed during the dissemination meeting and the feedback from the LC and GAA-desk.

7. Methodology

A combination of qualitative and quantitative methodologies will be applied, with a focus on qualitative approaches based on existing GAA monitoring data and reports such as the updated outcome list, programme documents, Annual reports, Advocacy logs and Capacity Assessments and IATI data.

Primary data collection will be mainly limited to the validation of already identified outcomes through (Skype/phone) interviews, email & focus groups discussions with key stakeholders (“substantiators”). Part of the outcomes need to be validated through the validation process (as described in the Outcome Harvest Package). Support with development of context specific tools to make sense and interpret the outcomes may be provided by the Leading Consultant.

To further analyze the lobby and advocacy outcomes of the program methods such as Most Significant Change and Appreciative Enquiry are suggested. These methods may provide additional insights in progress which complement the outcome lists. For the analysis of progress in capacity development suggested methodologies are peer reviews and self-assessments.

Community surveys and other forms of large-scale quantitative data collection are not foreseen. Secondary data as literature (e.g. newspapers, government journals and other publications on relevant changes and trends) can be included in the analysis and MTR report.

Quantitative data should minimally include the collection of outputs achieved until 1-7-2018 and an analysis of how outputs from advocacy actions link to the (number of) outcomes achieved per pathway (agenda setting/practice/policy change), per actor (private sector/community/government/CSOs) and per theme (GBV/EE/GBV&EE) & subthemes.

8. Deliverables

The locally recruited consultant and the APTs will be responsible for timely delivery of reports and other deliverables as specified in this ToR.

The APTs are responsible for the draft and final MTR report structured in a standardized way according to minimum requirements as outlines in Annex II; Outline MTR report and assessment criteria.

MTR Deliverables at Programme Component level
Context-specific ToR including context specific review questions
Consolidated and updated Outcome Harvest list till 1-7-2018, including validation of 20% of the outcomes
Data collection and analysis
MTR Dissemination meeting
Draft APT MTR report
Final APT MTR report

The GAA desk will provide APTs with necessary practical, technical and administrative guidance and support. The Lead Consultant will provide feedback on the draft report; the GAA desk will provide approval of the final MTR report.

9. Qualifications and skills for external consultant

In view of the purpose, scope and focus of the MTR, we seek contract a consultant for not more that **45 Days** to undertake the MTR review of the GAA Programme in Kenya, Qualifications for local external evaluators are;

- Track record on conducting reviews or evaluations on similar programmes;
- Proven experience with adaptive methodologies, notably Theories of Change and Outcome Harvesting;
- Expertise on NGO lobby and (policy) advocacy and measurement thereof;
- Excellent conceptual and analytical skills,
- Strong writing and facilitation skills
- Proven experience with qualitative and quantitative data analysis;
- Expertise in child rights and Rights Based Approach;
- Expertise in women’s empowerment, gender, SDGS, Violence against Girls and Women, CSEC, Trafficking and Economic Empowerment of (young) women and girls;
- Expertise on Experience with child friendly and gender-sensitive approaches;
- At all times, ethically just.

Resumes of (potential) local evaluators will be shared with the Alliance Desk for agreement before contracting.

10. How to Apply

Applicants interested in conducting the MTR, are asked to express their interest by applying with the following documents

a. Technical Proposal

- A technical proposal outlining how you plan to undertake the MTR .
- CVs of the consultant's who will carry out the work, outlining how they meet the expected criteria, including relevant experiences.
- A detailed timeline including start/ completion dates and time periods required for each phase of the MTR.
- Attach Samples of previous/similar assignments undertaken

b. Financial Proposal

- The consultant shall propose a budget for the assignment through a detailed and itemised financial proposal.
- The final budget indication will be determined by the Alliance Programme Team based on available funds.

11. Supervision / Management of the Assignment

The consultant will work with and be supervised by 4 members of the GAA Kenya APT (Terres Des Hommes - Netherlands and Plan International). The APT is expected to provide the consultant with any needed support, materials, and guidance. They will be the ones to determine and agree on whether the consultant's proposed methodology will yield the desired outcomes and thus give a go ahead or propose changes with a view of ensuring that the desired results are achieved.

12. Payment

We propose that the consultant will be paid by either cheque or electronic funds transfer. S/he will be paid 30% upon signing of the contract, 30% upon presentation of a satisfactory draft report at the Annual Planning Meeting, and the remaining 40% will be paid after submission and acceptance of the final report, or alternative the consultant can propose a payment plan to be agreed upon.

13. Submission of Technical and Financial Proposals

The prospective consultant is expected to submit detailed technical and financial proposals to; recruitment.africa@tdh.nl cc benson.okinyi@plan-international.org

14. Application Deadline

The deadline for receiving applications for the MTR is 17:00 hours, on **3rd August, 2018**.