Terms of Reference for final project evaluation

Transforming lives through Entrepreneurship in Kenya, 2011 - 2014

Kenya Youth Business Trust (KYBT) and Youth Business International (YBI) seek the services of a skilled evaluation consultant to undertake a final, external evaluation of their three year project, funded by Comic Relief. The overall aim of the project was to provide young people in Kibera with positive futures through youth entrepreneurship as a real alternative to unemployment. The project started on March 21st, 2011 and is carried out within the Kibera slum in Nairobi, Kenya aiming to reach a total of 500 beneficiaries both directly and indirectly. In 2013, an extension of the project by 6 months was agreed with Comic Relief. The project will come to an end in October, 2014, however due to plans to expand and scale the project, an evaluation is needed before the end of July, 2014. The evaluation is likely to include between 1 - 2 weeks in the field.

About Youth Business International - Responsible for overall Grant Management of this project

YBI is a global network of independent not-for-profit initiatives that each supports under-served young entrepreneurs to start and grow sustainable businesses. Youth is typically defined by members as aged 18-35, and under-served means: unable to access the financial, knowledge or human capital needed to start and grow a business.

Members provide services relevant to the needs and gaps in their local market, from expanding awareness of entrepreneurship to helping sustainable businesses grow, based on a shared network belief that supporting underserved young entrepreneurs through integrated financial and non-financial support is central to driving economic and social development.

All YBI members subscribe to core network principles, and we are growing our network to reach increasing numbers of potential young entrepreneurs across the world. Our network approach is critical to how we achieve impact. Working collaboratively through locally-based and locally owned in-country initiatives enhances the legitimacy, relevance and effectiveness of our work. Facilitated by a London-based team, the network helps drive the scale and quality of support provided to under-served young entrepreneurs.

About Kenya Youth Business Trust - Implementing Agency for this project

Kenya Youth Business Trust (KYBT) was founded in 2004 to help tackle the issue of youth unemployment. It became an accredited member of YBI in 2005. KYBT was launched in Nairobi but has since expanded to Mombasa.

All beneficiaries attend the KYBT administered Start Your Business training, based on ILO methodology and materials. Following this training, young entrepreneurs are asked to create and submit a business plan, under guidance from two KYBT Field Officers. These business plans are reviewed by a selection committee and those entrepreneurs who have viable business propositions are approved to receive loans. Once the funds have been disbursed, the entrepreneur is matched to a volunteer business mentor for three years and also receives access to KYBT’s business support network.

Project Summary

The Transforming lives through Entrepreneurship in Kenya project targets young people between the ages of 18 and 35 years, not in education who are unemployed, underemployed or informal sector workers and from recognised slum areas of Kibera. Often these young people have little opportunity to access funding and other sources of support to enable self-employment through entrepreneurship.

The project intended to reach up to 500 young people in this target area through:

1. Outreach, sensitisation and awareness raising activities within the target area
2. Provision of ILO certified ‘Start your Business’ training, plus additional training on financial management for young entrepreneurs provided with loans
3. Provision of loans for a proportion of selected entrepreneurs with viable business plans
4. Provision of Financial Management and mentee training for those entrepreneurs who are selected to receive loans
5. Volunteer Business Mentoring for those entrepreneurs who are selected to receive loans

Please see the initial basic Results Chain that was developed near the beginning of this programme in Document A for more details.

The project targeted 4 overall outcomes:

**Outcome 1:** Improved economic position of 100+ young people living in Kibera slum

**Outcome 2:** Improved participation of women in business training and entrepreneurship in Kibera slum, increasing the proportion from under 30% at application date to 60%.

**Outcome 3:** Strengthened civic connections between non-slum dwellers and young people living in Kibera slum

**Outcome 4:** At least 100 young people perceive their individual wellbeing, living conditions, community status and levels of gender empowerment (where relevant) to have improved.

Indicators and tools have been developed to assess these outcomes. Outcomes 1 - 3 have been tracked throughout the project using a software package called Salesforce, and should be verified through the final evaluation. Outcome 4 is to be assessed through the final evaluation. A tool has been developed specifically for this, but YBI and KYBT welcome recommendations for its improvement.
Evaluation Stakeholders

The results of this evaluation are primarily intended for internal use by Kenya Youth Business Trust and Youth Business International to inform future improvements to the project and to transfer learning across the YBI Network. Results and findings will also be shared with the funder, Comic Relief. Relevant results and lessons learned will be shared with other stakeholders, including young entrepreneurs, other YBI network members and other actors within the youth entrepreneurship sector at the discretion of YBI and KYBT.

Objectives of the Evaluation

The objectives of this evaluation are to:

1. Undertake an evaluation to assess the project’s:

   a. **Relevance** - the extent to which the objectives were consistent with beneficiaries’ needs and priorities
   b. **Effectiveness** - the extent to which the targeted project objectives were achieved (or are expected to be achieved)
   c. **Efficiency** - how economically resources/inputs were converted into results
   d. **Sustainability** - the extent to which the benefits are likely to continue after the project
   e. **Impact** - the long-term effects produced by the project (directly, indirectly, intended and unintended).

The evaluation should assess the above in relation to two central broad questions:

I. **What** changes / outcomes / achievements have taken place?
II. **How** have these changes / outcomes / achievements been brought about?

In relation to this, the evaluation should consider the following sub-questions:

**What?**

- What have been the unintended and unexpected outcomes of the project activities?
- Who has benefited (men, women, youth), in what ways?
- Have any changes been achieved in relation to policy / practice / attitudes of decision makers / policy makers etc. in the countries where the project is working?
- Have any changes been achieved relating to broader national and international policies, conventions, targets etc. in the county where the project is working?
- To what extent has the achievement of the changes / outcomes been influenced by external / other factors? To what extent are changes attributable to the project activities?

---

1 This was referred to at the project proposal stage, although was not translated into a specific outcome for the project
How?

- How accurate is the ‘theory of change’ that was articulated near the beginning of the project? Is it effective, where were the gaps, how should it be adapted and improved for the future?
- What were the most effective approaches used by KYBT and YBI to bring about change? What worked, what didn’t, and why?
- What overall lessons have been learned?
- How have relationships between partners helped or hindered the ‘delivery of changes / outcomes’? How can these relationships be improved?
- How effective have the project’s monitoring, management, learning and financial systems been? How can these be improved?
- Has the project delivered ‘value for money’?
- How readily is project learning transferable to international knowledge development?

2. Provide recommendations for continued project interventions and scale-up.
As mentioned above, learning from this evaluation should feed into plans for expansion and scale-up of this project. Learning will also be applied to inform other projects and programmes across the network. The evaluation should be strongly focused on recommendations for improvement relating to the central questions outlined above, and in particular - if and how activities could be adapted to better meet the needs of the target beneficiaries.

Methodology

The evaluation should consist of:

(a) Review of project documentation: Review of archived material related to the project. This could include, but is not restricted to: annual and quarterly reports, communications between YBI, KYBT and Comic Relief, the original project proposal document, the basic ‘theory of change’, all relevant project data stored in KYBT’s Salesforce system, Outcome 4 data collection tool, training materials etc. this information will be provided to the evaluator by YBI and KYBT. Any other relevant statistics and secondary sources should also be reviewed by the evaluator.

(b) Development of an evaluation approach and data collection tools / methods: this should include;
- Detailed time line and work plan
- Outline of any proposed changes to the scope of the evaluation
- Key interview questions
- Proposed sampling framework
- List of stakeholders to be consulted, and
- Development of associated data collection and evaluation tools (in addition to the tool already developed to assess Outcome 4, as mentioned above)

KYBT and YBI welcome use of mixed methods, and particularly participatory evaluation methods that are fun and engaging for the youth and stakeholders participating.
Sample size: Based on a target of 500 beneficiaries over 3 years, a sample size of approximately 217 beneficiaries is required for this evaluation; however the exact sampling framework is to be proposed by the consultant. The proposed approach should be submitted to KYBT and YBI for approval prior to the fieldwork.

Stakeholders to be consulted: The consultant should plan to include the following groups of stakeholders in the evaluation:

- Direct project beneficiaries in Kibera (potentially disaggregated by those who attended different parts of the project (as outlined in the project summary above)
- KYBT implementing staff
- Relevant YBI staff
- Volunteer Mentors
- Wider stakeholders (KYBT will advise at evaluation design stage) - for example members of the KYBT Loan Selection Committee, community leaders, local government representatives, the Comic Relief Programme Manager etc.

(c) Participate in a briefing with KYBT, with participation from YBI (possibly remotely): This should take place immediately prior to the fieldwork.

(d) Field visits: Field visits will take place in the Kibera slum, where KYBT operations are focused, and should include the agreed sample of beneficiaries and stakeholders. This is expected to require between 1 - 2 weeks, depending on the exact methodology. This should also include time spent with project staff in KYBT’s head office, as well as remote interviews with relevant members of the YBI team.

(e) Provide a debrief to KYBT and YBI (who will join remotely): using either a draft set of results or PowerPoint presentation to summarise preliminary findings and recommendations. This should be shortly after the end of the field work.

(f) Submit a draft evaluation report: of no more than 25 pages that corresponds to the requirements outlined below in the ‘Deliverables’ section.

(g) Submit a final evaluation report: incorporating any relevant feedback from KYBT and YBI.

Deliverables

Deliverables should include the following:

- An evaluation work plan, including: planned timeline, methodology / approach, planned stakeholders to be consulted and sampling framework, data collection and analysis tools, qualitative and quantitative protocols for data collection and analysis
- Any suggested improvements to existing evaluation scope, as outlined in this document
- Presentation of preliminary findings
- Draft evaluation report written in English that meets the requirements outlined below
- One (1) electronic file of the clean (final) qualitative and quantitative data collected
- Final evaluation report
The final evaluation report should be jargon free, clear and simply written. The main body of the report should not exceed 25 pages and should include an executive summary, brief project background and recommendations. Technical information should be included in appendices only. Analysis of project achievements should always be backed up with relevant data, with reference to the data source. Recommendations should be specific and include relevant details for how they might be implemented.

The structure of the report should cover the following:

- Executive summary (approximately 10% of the final report)
- Brief project background (approximately 5%)
- Main findings relating to the evaluation questions and including detail of any unintended outcomes that are resulting from project activities (At least 40 - 45%)
- Recommendations for future action (At least 40%)

In addition, the final report should contain at least the following annexes:

- Terms of Reference for final evaluation
- Itinerary
- List of meetings attended
- List of persons interviewed
- Details of evaluation methodology
- Summary of field visits
- List of documents reviewed
- Any other relevant material, including data collection tools

**Indicative schedule of activities**

The evaluation field work is expected to be undertaken by ~5th July, 2014. It is essential that the final report is submitted to KYBT and YBI by July 28th.

Applications for this consultancy should be emailed to annie.barber@youthbusiness.org by 9am (UK British Summer Time) on Monday May, 26th, with ‘Transforming Lives KYBT Evaluation’ in the subject line.

An indicative timeline for the evaluation is provided below:

<table>
<thead>
<tr>
<th>Key Tasks</th>
<th>Time Period</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of background materials</td>
<td>June 2nd - June 6th</td>
<td>Remote</td>
</tr>
<tr>
<td>Submission of methodology, work plan and tools</td>
<td>June 9th</td>
<td>Remote - via Skype and video-conferencing where possible</td>
</tr>
<tr>
<td>KYBT and YBI feedback on methodology, work plan and tools</td>
<td>June 16th</td>
<td>Remote- via Skype and video-conferencing where possible</td>
</tr>
<tr>
<td>Detailed briefing with KYBT; interviews with KYBT and YBI staff; field visits; debrief on findings with KYBT and YBI</td>
<td>Weeks commencing June 23rd and June 30th (up to 10 working days)</td>
<td>Nairobi, Kenya</td>
</tr>
<tr>
<td>Draft report submitted</td>
<td>July 14th</td>
<td>Remote- via Skype and video-</td>
</tr>
</tbody>
</table>
Feedback from KYBT and YBI on draft report | July, 21st | Remote – via Skype and video-conferencing where possible
---|---|---
Final report submitted | July 28th | Remote

**Contract and reporting details**

**Type of contract.** The consultant will be offered a fixed-price contract to include all the activities and deliverables listed above.

**Reporting.** The consultant will report to the YBI Monitoring, Evaluation and Learning Specialist for evaluation deliverables, and to the KYBT Director (or Deputy Director) for all issues related to the program and fieldwork, including in-country logistics.

**Qualifications, experience and skills.** Preference will be given to applicants with the following:

- At least a master’s degree, in any social science, preferably including gender, youth, livelihoods, evaluation or social research;
- Proven experience in evaluations, including 10 years of working experience in carrying out evaluations
- Demonstrated understanding of the entrepreneurship and livelihoods sector
- Good understanding of Kenya, particularly urban contexts within Kenya
- Ability to produce well written, analytical reports in English essential
- Knowledge of evaluation of capacity building activities and familiarity with the theory of change technique
- Both quantitative and qualitative data analysis skills
- Ability to speak and understand local languages will be an advantage.

**Proposals should be no longer than 7 pages, excluding CVs, budget and example piece of work. Proposals should include:**

- An up-to-date CV
- Short overview of how the candidate meets the qualifications, experience and skills requirements (no more than one page)
- Description of proposed approach
- Detailed budget - including projected travel and in-country accommodation and subsistence costs
- An example piece of work from a similar assignment