

**Terms of Reference**  
**Real-Time Evaluation**  
**of the Danida Country Programme for Kenya**

**1. Background**

With an increasing complexity and flexibility of the Danish development assistance, including the introduction of the new Country Programme approach, there is a need to rethink ways to improve the building and capturing of results (outcomes and impacts) to be able to tell the contribution stories of Danish aid. There is also a requirement to ensure that these results - and related learning - are fed back into the implementation of the programme to support any need for adjustments of the implementation with reference to its theory of change.

Well-designed programmes, with an effective monitoring system derived from theories of change and clear intervention logics, will contribute to this, but the evaluation aspects of the overall M&E system will also have to be strengthened to meet the demand for credible results at outcome and impact levels and improved learning as the programme is being implemented.

Within this desire to improve the ability to document the results of Danish aid and improve learning, Danida's Evaluation Department (EVAL) has endorsed an innovation process to increase the relevance and timeliness of evaluations for the implementation of Danish aid. One feature of this process will be to test the use of a Real-time Evaluation (RTE) approach to improve the evaluability and results documentation within the new concept of Danida Country Programme. The Kenya Country Programme will be the first one to target with the plan of including 2-3 other future Country Programmes into the pilot phase.

In the context of a Danida Country Programme, the Real-time Evaluation is seen as an evaluation approach, which from the start of the programme defines an independent, external evaluation process that follows the ongoing implementation and regularly reports evaluation findings. The focus will be on assessing progress so as to identify and support any programme adjustments needed, rethinking of theories of change and their assumptions, and continuous learning as well as on capturing selected (prioritized) results at outcome and impact level in a relevant and timely manner.

The purpose of the specific pilot exercise in Kenya will be to gain experiences with the strengths and prerequisites – and possible pitfalls – of the RTE approach. The Real-time Evaluation approach will need to be applied within the space of continuous independence and impartiality of the Danida Evaluation function, and in collaboration with the Danish Embassy in Nairobi as well as Kenyan partners.

The process of preparing the Kenya Country Programme has been initiated taking departure in the Kenya Country Policy Paper. During spring 2014 the Embassy in Nairobi has, with support from EVAL, initiated a Theory of Change exercise to identify the main development engagements and related development outcomes within the three strategic focus areas (thematic programmes) of the Country

Programme. As part of the pilot exercise it has been decided to engage EVAL early in the Country Programme process to help building a programme structure with a strong evaluability; the Theory of Change exercise being the initial step to be followed by engagement in building the overall M&E system through the final formulation of the programme up to expected approval in 2015.

The RTE will not dilute the responsibility of the Country Programme itself to establish a sufficient and effective M&E systems and secure the investment for this. In contrary, the RTE will build on this system and its targets, data and baselines.

## **2. Objective of the assignment**

The objective of the evaluation is threefold:

- i. To assess progress and identify immediate and intermediate- level results to be able to provide evidence-based feed-back during the lifespan of the Country Programme. In line with the RTE approach, the investigation of progress and results must have a close link to the implementation of the Country Programme to ensure the usefulness and relevance of the results.
- ii. To identify, document and assess results at outcome and, as far as possible, impact level. Due to the nature of the Country Programme and related interventions, it is expected that this will mainly be focused on (but not necessarily limited) assessments of credible contributions. It is not expected that the evaluation in itself will be able to carry out full impact assessment of the relevant interventions, but it should as a minimum establish the foundation for a subsequent high-quality, ex-post evaluation and identify areas where additional analysis of outcomes and impacts may be particularly useful.
- iii. To provide learning about the prerequisites, strengths and possible weaknesses of the RTE approach to help test and refine the RTE approach within the concept of Country Programmes.

## **3. Scope of work**

### *3.1 Evaluation period*

The evaluation period will match the expected time frame for the country programme from 2015-2020. In this way, the evaluation will be able to follow the programme from the end of the programming phase to the final stages of programme implementation. The Country Programme will to some extent build on - and continue - earlier activities and partnerships, and the evaluation must therefore be able to see approaches, progresses and results as part of a larger picture of experiences and be able to assess both the functioning of well-established and new development engagements in a relevant manner. Thus, in addition to the core evaluation period of 2015-2020, the evaluation must take earlier results into account, as part of establishing an understanding of the programme, albeit in less depth and oriented more towards creating a backdrop for the evaluation analyses and assessments.

### *3.2 Intervention areas and thematic scope*

The evaluation scope relates to the entirety of the new Danish Country Programme to Kenya. The overall vision for this partnership is to support the Kenyan government and the people of Kenya to

implement Kenyans own Vision 2030 to create “a globally competitive and prosperous country with a high quality of life by 2030”<sup>1</sup>.

The objectives for Denmark’s future engagement will be to support inclusive green growth and poverty reduction, support the democratic reform process and promote human rights. It will also be an objective in its own right to strengthen trade and commercial relations between Kenya and Denmark as well as the objective of stability and security in Kenya and the wider region.

Three strategic focus areas have been identified for effectively pursuing the objectives: i) Implementing the constitution towards a prosperous and equitable Kenya; ii) Inclusive green growth and employment; iii) Promoting regional cooperation and stability.

The instruments for engaging in the three strategic focus areas will be broad-based and rests on focused and effective development cooperation, an open and honest policy dialogue, strengthened commercial ties and security cooperation for the benefit of both countries and the region. The partnership will involve key stakeholders in both countries, including public sector, private sector, civil society and the academia.

In the area of development cooperation, Danish assistance is envisaged to increasingly play a catalytic role in promoting needed change and progress within key areas and leveraging synergies and other public and private support. Gradually, trade and investment are expected to emerge as the most important area of economic cooperation between Kenya and Denmark.

The three strategic focus areas build on and encompass a wide range of initiatives and partnerships already in existence. However, it is expected that a process of prioritization will take place during the formulation process in 2<sup>nd</sup> part of 2014, to ensure that the scope of engagement is focused and feasible. It is expected that the RTE team in early 2015 will be able to lay the evaluation groundwork in parallel to the final programming process.

Due to the broadness of the overall scope, it will be unfeasible for the RTE to cover everything in equal depth. The selection of results focus areas to be dealt with either by the RTE itself or by additional analysis must be transparent and defensible, implying that any selection of cases, geographic or thematic result areas, beneficiary groups etc. must be explained and based on sound criteria. The evaluation team is expected to elaborate this selection in collaboration with the Danish Embassy in Nairobi and EVAL during the inception phase, and contingent on EVAL approval.

It should be noted, that the programme is expected to set aside funds for selected studies to be commissioned throughout the lifespan of the evaluation. This is seen as a way to ensure specific in-depth analysis in addition to routine programme monitoring. The RTE is expected to provide input or suggestions for such studies, and may similarly draw on the findings from the studies.

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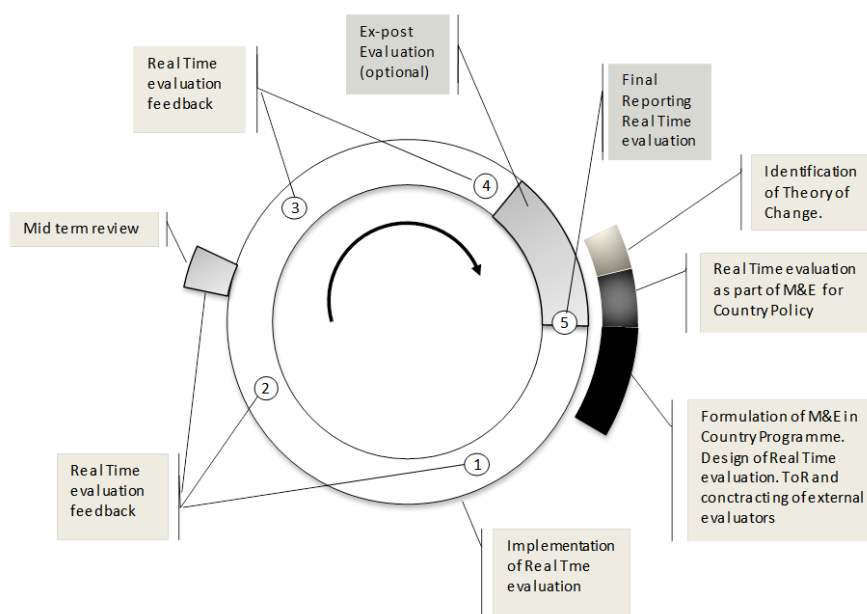
<sup>1</sup> See draft at <http://um.dk/en/~media/UM/English-site/Documents/Danida/About-Danida/Danida%20transparency/Consultations/Del%202%202013/Kenya%20Partnership%20Policy.pdf>

#### 4. Approach and Methodology

The overall approach of the evaluation is expected to be Real-time, working from a theory-based approach and with a clear focus on the achieving and assessing results. It is expected to contain both formative and summative elements in an integrated manner. The formative elements pertain to following the Programme and its progress and provide evaluative assessments so as to contribute to its working and achievement of results. Further, by following the causal pathways and the results chain from outputs towards outcomes and impacts based on a thorough understanding of the theories of change and the contextual conditions, more summative assessments of credible contributions should be established.

As part of the preparation of the new Country Programme, overall Theories of Change (ToC) are being prepared for each strategic focus area. It is expected that these will form the backdrop for the evaluation. However, they will have to be confirmed, revisited and refined as part of the evaluation process.

In order to establish the necessary foundation for the evaluation with regards to data, it is important that the evaluation team is part of the process from the outset. This will provide an opportunity to consider the division of labour between monitoring and evaluation efforts so as to tailor-make and continuously refine the evaluation approach in light of the data collected by the programme and its partners. It will also be an opportunity to raise issues of baseline data and options for impact evaluations within the design of the Country Programme. The figure below provides an overall illustration of the expected interplay between the RTE and other elements, during the lifespan of the programme, with monitoring being an integral part of the Programme circle.



The evaluation must be carried out in accordance with the Danida Evaluation Guidelines (January 2012)<sup>2</sup> and the OECD-DAC quality standards. The Evaluation must be based on a sound and transparent methodology, with a solid handling of both internal and external validity of results. In particular, it is

<sup>2</sup> <http://amg.um.dk/en/~media/amg/Documents/Technical%20Guidelines/Evaluation/EVAL-guidelines-WEB.ashx>

seen as important that the evaluation ensures that it can assess results in a manner that documents credible contributions, in the instances that attribution is not feasible.

While the early involvement of the RTE team is seen as both an advantage and a prerequisite for a fruitful approach, it also implies that a range of the more detailed decision with regards to design, focus and data collection and the specific methodologies to be applied can only be meaningfully carried out based on a dialogue between the RTE team, the RDE and partners and EVAL. However some preliminary considerations on approach and methodology can be indicated:

The evaluation is expected to use theory of change and a solid understanding of the context as point of departure for following progress and trajectories towards impact. As part hereof, it must be able to identify and assess causal pathways for achieving results.

With regards to the different *levels* of depth of the analysis, the evaluation must establish an overview of the programme, and devise a strategy to follow implementation and results at an overall level. Here, it is expected that both monitoring and review data will be important, with potentially some – limited – supplementary information gathering by the RTE team.

Within this overall framework, specific results areas are expected to be targeted for a closer assessment, so as to be able to identify and document core results more fully. The specific focus will need to be established once the programming is in place, with the preparatory face offering a chance for the evaluation team to consider different options, their methodological prerequisites etc. The specific methodological choices will depend on the type of intervention and results targeted, but it must be stressed that the documentation and investigation of results is expected to address the issue of causation and attribution or at least credible contribution. Possible approaches may include quasi-experimental approaches, realist evaluation, contribution analysis or systematic comparisons such as qualitative comparative analysis. It is seen as unlikely that randomized approaches will be feasible, but all relevant options for sound results assessment should be considered.

It should be noted, that in light of available resources, it is expected that the RTE team itself will only be able to carry out a limited amount of in-depth analysis, and mainly in relation to theory-based assessment of credible contribution, or when looking at the interplay between different strategic focus areas as related to the ToC. Thus, it is expected that the evaluation should point to results areas where it is seen as particularly relevant or beneficial to carry out more in-depth results analysis to be commissioned separately (as indicated above, the programme budget is expected to contain funds for selected analysis). In this way, the overview established by the RTE is also expected to outline where and how additional analysis may help shed light on results in their own right, or as part of building the larger picture of assessing credible contribution.

With regards to the different *phases*, the evaluation process is expected to proceed as follows:

- Inception and preparation phase: Here, the evaluation will both follow the preparation of the programme, and establish an overview of support priorities, experience, key stakeholders etc. Existing data will be identified and reviewed, so as to establish the overview of both support areas and context. The programme ToC's will be reviewed with regards to their use not just for programming but for the evaluation. Outlines of monitoring frameworks and national partners data system should be considered as part of this. Based on this, a first more specific RTE design

should be elaborated, with emphasis on what areas that will be covered, how and at what level of depth. Similarly, issues of timing, data availability etc. should be considered. To be close to the preparation process, an inception visit to Kenya will be part of this phase. In line with the Real Time Approach, this is expected to entail a high degree of interaction with and participation from programme staff and stakeholders.

- Main Real-time evaluation phase: The main part of the evaluation process is the core Real Time Evaluation. Here, the focus will be to follow the implementation and progress in a formative manner, but with a strong focus on whether the different steps leading to results are unfolding as expected. In parallel, the opportunities for including data collection required for later results assessment and establishing credible contribution all the way to outcome and possibly impact level should be considered. Here, the cadence and the mix of independent data collection and use of existing data sources and systems will be important. It is expected that the team will carry out country visits at least once a year, e.g. around the Annual Stakeholder Consultation of the Country Programme, and that a good collaboration with partners will help provide basis information.
- Final evaluation phase: At the end of the programme, the evaluation must analyse and assess the overall progress based on the material compiled. This is expected to both include a more integrated synthesis of the data and findings from the prior analysis, but may also include additional analytical elements, pulling both existing and new data together to make the final assessment of progress and contributions.

Depending on the situation at the end of the programme, an ex-post evaluation with a focus on outcomes and impacts may be carried out. While this will only be decided later and is thus not an assignment covered by these ToR, the RTE is expected to help inform this decision and help establish the foundation for this. Thus, while an ex-post or impact evaluation is *not* part of this assignment, it is expected that the final stage of the RTE, looking at the programme when it draws towards the close of the phase will have an added emphasis on taking stock and creating an overview, by pulling together the different elements of the prior evaluation work as far as possible.

## **5. Evaluation criteria and core questions**

At the overall level, the evaluation will focus on the evaluation questions below. It should be stressed, that while the questions are seen as providing guidance for all phases of the RTE, their interpretation and response may vary, dependent on the concrete evaluation context. Here, it will be particularly important to ensure that the stage of the programme (from the initial implementation to the final phases) is reflected in the interpretation of questions.

- What lessons can be learned for improved design, implementation, monitoring and management of the Country Programme – both during implementation and at the end of the programme?
- To what extent and how has the Country Programme created results with regards to inclusive green growth and poverty reduction, democratic reform process and promotion of human rights – thereby contributing to progress towards a globally competitive and prosperous Kenya with a high quality of life?

The Evaluation will apply OECD/DAC's five criteria: relevance, efficiency, effectiveness, sustainability and – to the degree possible – impact to answer the key evaluation questions through a number of more specific questions. As the programme is still under preparation, and the evaluation will be required to follow the programme in a Real time manner, the questions must be revisited, refined and supplemented as part of the evaluation process. However, a preliminary indication of important questions and issues in relation to each criterion can be listed as follows:

### *5.1 Relevance*

As point of departure, the criterion of relevance relates to the extent to which the objectives of the programme and the related intervention are consistent with beneficiaries' requirements, needs, overall priorities and partners' and donors' policies, strategies etc..

In the present case, this means to look at both the overall portfolio at programme level and the priorities and focus expressed herein, and to look more specifically at the development engagements under each strategic focus area. While the programming is expected to ensure the relevance of the programme portfolio and approach to achieving the core objectives, including how well they are matched to overall needs and priorities. During implementation, the evaluation is expected to assess the relevance of the more specific development engagements and/or the activities to participants needs, their relevance in light of requirements and changing priorities and contexts. The evaluation process is expected to include, but not necessarily be limited to assessing whether the programme and the portfolio of activities:

- is and continues to be well aligned with the policies and priorities of Kenya and is coherent with Danish strategies and priorities.
- continue to be relevant and appropriate in relation to change dynamics, both in relation to the specific theories of change underpinning the Country Programme and in relation to the wider context (priorities, assumptions, risks etc.).
- positions the Danish support to create a positive contribution to the development of Kenya, in light of the broader development context, what others are doing and supporting etc.

### *5.2 Effectiveness*

Effectiveness is a measure of the degree to which the interventions intended outputs and outcomes will be achieved. Thus, to evaluate the effectiveness of the support to be provided within the Country Programme the key question is to assess whether this support has reached – or contributed to – the intended results – and if not, why? Here, it is important to stress that it is particularly crucial for the RTE to consider the issue of impact trajectories and results pathways, to be able not just to assess results, but also track and assess progress for achievement of the expected engagement outcomes. By implication, the evaluation must be able to assess implementation progress as well as preliminary results during the lifespan of the Country Programme to provide feedback of relevance to the continued enhancement of the Programme, as well as document and assess the contribution to higher-level outcomes at the end of the Programme phase (year 2020).

In line with the focus on a theory-based approach, this entails investigating how the different outputs and outcomes are expected to be realised, the assumptions and prerequisites at play, enabling and hindering factors etc. The evaluation is expected to include, but not necessarily be limited to assessing the following over time:

- Are the expected causal pathways and theories of change behind the achievement of support relevant and adequate throughout the programme? If not – what changes, additions and revisions are needed in order to enhance results achievements?
- Is the support implemented and working as expected? Are support processes progressing and results at different levels being achieved as planned? If not, why – and what should be done to improve implementation and results achievement?
- Are feed-back systems adequate for allowing programme management to track progress or lack thereof? If not, how should this be improved? While this mainly deals with programme monitoring, the role of the RTE itself should also be considered.
- To what degree, how and in what respects have the different areas of support to Kenya achieved – or contributed to achieving – the intended outputs and outcomes? What synergies, inter-linkages and enabling or hindering factors have played a role?
- To what degree, how and in what respects have the Country Programme at a more overall level contributed to positive change in Kenya?

### *5.3 Efficiency*

The criterion of efficiency can be seen as a measure of how economically resources/inputs are converted to results. It is not expected that a full cost-benefit analysis can be carried out, since this would entail a specific comparison with alternative use of resources. However, it is expected that the evaluation will assess if resources are put to good use, whether feed-back loops are in place to allow for assessment and follow up to enhance results achievement and whether important bottlenecks or constraints are encountered. Specific issues to address include, but are not necessarily limited to the following:

- Is the balance between planning versus flexibility appropriate, in light of a changing context with both risks and windows of opportunity?
- Are resources, prioritisation and implementation appropriate and adequate to achieve the expected results? If not, what remedial actions should be considered?
- Is the programme implemented as planned and delivering outputs as expected? Are there needs for adjustments?
- Are information systems adequate for allowing management to follow implementation, resource use and progress? If not, how should this be improved?

### *5.4 Impact and sustainability*

Impact and sustainability are interrelated in the sense that impact relates to the wider and longer-term effects, and sustainability to whether effects and achievements will be sustained over time. It is expected that it will only be possible to assess impact and sustainability to a limited degree within the framework of the RTE as this will follow the programme phase rather than delivering an ex-post assessment. Rather, the evaluation should identify early signs of impact and assess the likelihood of and prerequisites for longer-term impacts and sustainability. In addition, the data collection of the RTE should establish the foundation for subsequent ex-post impact assessment, although this assessment is not in itself part of the current assignment. It should be noted that while the evaluation may focus on early signs of impact throughout the assignment, the issues of sustainability and impact are expected to be most relevant for the final part of the evaluation.



Specific issues and questions to consider with regards to impact and sustainability are expected to include, but not necessarily be limited to the following:

- To what degree do the approaches and modalities of the Country Programme supported national and local ownership? Have long-term issues of sustainability and impact been considered, how and with what implications?
- Are there any early signs of impact, be they positive or negative, intended or unintended?
- What will be the most important impact areas and related options for a possible, subsequent ex-post impact evaluation?

#### *5.5 Additional criteria and considerations*

In addition to the usual OECD-DAC criteria, the evaluation is expected to be aware of the possible need to include issues around coherence, coverage, coordination and linkages between different support areas and with other interventions in the context. This is due to both the scope of the Country Programme as well as the possibility for both synergies and mutual interdependence between the different areas of support. In a similar vein, the security situation in Kenya is seen as a core issue both to be addressed by elements of support, and as a cross-cutting issue that may influence the achievement of results across the Programme. Thus, the evaluation should consider these criteria as relevant throughout the process. The security situation further emphasises the need to make sure that issues around conflict sensitivity are considered as part of the evaluation process wherever relevant.

### **6. Timing, milestones and evaluation outputs**

The evaluation is expected to run in parallel to the programme, from the late stages of programming until the end of the current phase. This means that the evaluation will be launched in early 2015. In line with the Real Time process envisaged, the evaluation is seen as being operational from the start, and the inception phase is thus an early, integrated part of the evaluation process that needs to be undertaken with strong stakeholder involvement. In accordance with the flexibility of the RTE approach, the timing presented below is indicative only.

The inception phase will include a first country visit. The phase is expected to be completed by June 1<sup>st</sup> 2015.

The main evaluation phase will run from summer 2015 until the end of the programme by late 2019. It will contain a minimum of 4 more country visits. Each visit will be concluded by a presentation on evaluation findings, assessments and recommendations, and as such each visit constitutes important milestones. It should be noted that in addition to the main country visits, remote techniques, virtual conferences and meetings carried out by local evaluation team members is expected to form part of the evaluation.

The last country visit is expected to be carried out towards the end of the 5 year phase of the country programme. Thus, it is seen as a particularly important milestone and as an opportunity to take stock and summarize/aggregate the findings and core results from the evaluation process, as well as carry out the additional analysis needed to make the most of the collected material. While this will not be a

traditional ex-post evaluation, it is an opportunity not to be missed to tie the different strands of the investigations together as far as possible.

The outputs are expected to include, but not necessarily be limited to:

- Inception report, containing information on the overall understanding of the programme and its setting as well as the methodological options and design suggestions based on this. Issues of timing, results focus, data availability and sampling and sampling criteria should be included, and a clear strategy for dealing with causation should be set out (drafts and final version). This should further include an overview of the core areas/causal strands expected to be in focus as well as an evaluation matrix. It is fully acknowledged that these may be subject to revisions due to prioritization in light of the programme implementation, but they should provide a clear overview of point of departure and early expectations and focus areas for the evaluation.
- Evaluation status reports on a (at least) yearly basis, explaining progress and pointing to adjustments and revisions as needed, with an emphasis on following the chain of events towards results. Similarly, suggested changes in the evaluation strategy in light of changes in context, unexpected findings etc. should be outlined (drafts and final versions). Identification of areas where additional analyses of results seem relevant should also be included, together with outline of feasible approaches in light of context, results area, data environment etc. A work plan for the period up to the next visit should be included. The core content of the status report should be presented to the ERG or possible a broader audience of programme staff and stakeholders at a workshop while in country.
- End-of-programme evaluation report in line with the status reports above, but with additional emphasis on presenting the final stock taking and of synthesising the analysis carried out in earlier years as far as possible, in light of the programme phase drawing near its close. The core content of the status report should be presented to the ERG or possible a broader audience of programme staff and stakeholders at a workshop while in country. .

The evaluation outputs will all be submitted to the responsible contact person in EVAL and must comply with the EVAL guidelines for report writing and layout which can be found at [www.evaluation.dk](http://www.evaluation.dk) (under reference documents).

## **7. Team composition and qualifications**

The Evaluation Team must contain experience in evaluation of development assistance (i.e. evaluations that conform to the DAC evaluation definition<sup>3</sup>). While there is no specific number of team members required, it is expected that a core team of approximately three members are needed to cover the most important evaluative and sectoral requirements at a sufficient level of expertise. In addition, it is seen as important that the team can access additional expertise, for instance when dealing with specific issues related to particular sectors or contexts.

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<sup>3</sup> Only evaluations according to OECD DAC Guidelines carried out for evaluation clients such as evaluation departments of developments organisations are accepted.

At least one team member (the team leader) is expected to be international-level key personnel. The team must also contain strong competence with regards to the specific context of Kenya, either through participation of local key personnel or international personal with a profile which has a clear and strong focus on Kenya. The team must also contain local key personnel so that the team can draw upon strong local knowledge and expertise<sup>4</sup>. The team must contain both genders as this may be fruitful in relation to fieldwork and debates.

The evaluation team must include extensive experience with evaluation of large-scale international development programmes as well as evaluation of development support in Kenya. The team must represent state-of-the-art competence with regards to evaluation methodologies. In particular, strong experience with theory-based evaluation approaches to assessment of results for larger programmes is seen as important, as is experience with RTE approaches and with the use of ToC for programming, implementation, monitoring and evaluation.

Additionally, it will be advantageous if the team has a solid understanding of the different roles of bilateral donors, multilateral organizations and national/local governments in relation to development, preferably in the context of Kenya. Further, the team must include members(s) with knowledge of relevant Danish strategies and aid modalities, and at least one team member must be able to read Danish, in order to access all relevant documentation from Danida<sup>5</sup>. Knowledge in relation to the strategic focus areas of Danish must either be present on the team, or it must be documented that the team will be able to call upon expertise in relation to the strategic focus areas of the country programme.

The team leader and team members are expected to complement each other so that the specific profile of the proposed team leader will have implications for the international and local team members (and vice-versa). All suggested profiles will be assessed with a view to the role, competences and tasks they are suggested to cover in the team. If a team of more than 3 persons is suggested, the reasons for this and the role of the different team members must be clarified as part of the suggestion. Similarly, it should be explained and described if the distribution of the needed qualification amongst team members deviates from what is foreseen in the ToR. It must be noted that the tender committee will evaluate CVs for 3 team members, including the Team Leader

The Tenders should clearly state who of the proposed team members covers which qualification criteria.

The organisation of the team's work is the responsibility of the consultant and should be specified and explained clearly in the tender. It is a requirement that the team leader is closely involved in the elaboration of the tender, and this should be indicated in the technical offer. The Team Leader should be international key personnel. The Team Leader is responsible for the team's reporting to and communication with Danida EVAL, and for the organisation of the work of the team. The Team Leader will participate in meetings as requested by EVAL.

In connection with the evaluation, each proposed team member apart from the team leader will be given a weight in proportion to the duration of the proposed input. Therefore, a personnel assignment chart

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<sup>4</sup> "International Key Personnel" means Key Personnel with an international background, i.e. a degree from an internationally recognised university and the major part of his/her professional experience from assignments within several developing as well as developed countries working for recognised international consultants. "Local Key Personnel" means key personal with a background from the region, including working background from Kenya

<sup>5</sup> As an alternative, the tender can clarify that the team has continuous access to assistance that combines adequate Danish language skills with the expertise required to interpret documents from a Danish development aid context correctly.

must be included in the technical tender with a clear indication of amount of person months proposed allocated to each specialist. More specifically, the evaluation team should cover the following competencies:

**Team Leader:**

*General qualifications:*

- Relevant, higher academic degree or equivalent senior professional experience.
- Substantial evaluation experience, including as team leader to multi-sector development evaluations at country level of a similar size.
- Expertise with regards to international development assistance (actors, principles, implementation issues etc.).
- Experience as team leader for multi-disciplinary teams.

*Adequacy for the assignment:*

- Proven capacity to lead, plan and report similar kinds of complex evaluations.
- Extensive experience in evaluation of activities at programme and country level (three or more references).
- Extensive knowledge on and experience from establishing evaluation approaches and application of evaluation methods, in particular in relation to dealing with attribution versus credible contribution and related issues around causal analysis (i.e. theory based evaluations, contribution analysis or other relevant approaches).
- Substantial experience with collecting, systematizing, analysing and reporting large amounts of different types of data.
- Extensive experience with evaluation processes along the lines of developmental, Real Time or utilization focused evaluations, balancing stakeholder involvement and collaboration with evaluation integrity and independence.

**Core Team member (2 persons):**

*General qualifications*

- Relevant, higher academic degree or equivalent senior professional experience.
- Substantial evaluation experience with development evaluations of a similar size at country or multi sector level.

*Adequacy for the assignment*

- Expertise with use of ToC in relation to all programme evaluation; preferably also from other programme phases (programming, implementation and monitoring).
- Extensive experience with evaluation at project, sector programme and country programme level in relation to the focus areas.
- Expertise within methodologies for results documentation at outcome level, including understanding of data requirements and qualitative, quantitative and mixed methods.
- Extensive experience with process and learning facilitation for improvement, preferably from RTE or from related exercises (working with results based management systems or similar).

- Experience within different focus areas for Danish support.
- Experience with and understanding of the context of Kenya (at least one team member must have extensive experience).

## **8. Financial inputs**

The Consultant's financial proposal shall include all cost for key personnel fee and staff related expenses as well as project related expenses and any fixed amounts, which the Consultant shall include for any special purposes for the assignment, provisional funds needed to require additional services of experts, support staff etc. The maximum budget for the evaluation including provisional sums is 2.5 million DKK.

## **9. Organisation and management**

The Evaluation Department (EVAL) in the Danish Ministry of Foreign Affairs will assume the role of Evaluation Manager. Management of the evaluation will follow the Danida Evaluation Guidelines (2012) and OECD-DAC quality standards (2010).

The evaluation will be informed by an Evaluation Reference Group (ERG) to be appointed by EVAL. In line with the Real Time nature of the evaluation, special emphasis will be on ensuring the contact and continued engagement between evaluation team and programme staff and stakeholders. Thus, in addition to a core Evaluation Reference Group, the programme staff and stakeholders should be considered a main audience and an important partner throughout. This will be reflected in the cooperation within the ERG and must be a guiding principle for the team, with due consideration of independence.

The Evaluation Team will:

- Carry out the evaluation based on a contract between MFA and the incumbent company/institution.
- Prepare and carry out the evaluation according to the ToR and the approved Inception Report and Work Plans.
- Be responsible for the findings, conclusions and recommendations of the evaluation; ultimately to EVAL.
- Report to EVAL and to the broader evaluation audience on a regular basis.
- Coordinate meetings and field visits, and other key events.
- The Team Leader is responsible for the team's reporting, proper quality assurance, and for the organisation of the work of the team. The Team Leader will participate in the country visits, the Evaluation Reference Groups' meetings and other meetings as required (participation in 5 country visits to Kenya is foreseen. Additional meetings with EVAL and MFA in Copenhagen may prove relevant, and an estimated number of 3 visits to Copenhagen should be provided for).

## **10. Requirements for the Consultant's Home Office Management, technical back-up, quality assurance (QA) and Business Integrity Management**

The Consultant's home office support shall provide the following, to be covered by the Consultant's overheads:

- General home office administration and professional back-up;
- Implementation of the business integrity management plan as described in the Consultant's application for qualification and specified in the Consultant's technical tender;
- Quality assurance (QA) of the consultancy services in accordance with the Consultant's quality management and quality assurance system, as described in the Consultant's application for qualification and specified in the Consultant's technical tender.

The technical tender shall include a detailed description of the proposed QA, to demonstrate the capacity of the Consultant to implement and verify a full QA programme. The Tenderer should select a person who is not a member of the evaluation team to be responsible for QA. The CV of this person shall be included in the technical tender. All QA activities should be well documented and be provided as part of abovementioned reporting of the evaluation process.

## **11. Eligibility**

The DAC evaluation principles of independence of the Evaluation Team will be applied. In situations where conflict of interest occurs, candidates may be excluded from participation, if their participation may question the independence and impartiality of the evaluation. It is the responsibility of the bidders to inform the tender committee about any potential issues of conflict of interest. The final decision on eligibility, however, rests with the tender committee.

Any firm or expert participating in the preparation or implementation of a project or programme directly related to the Kenya Country Programme or core partners may be excluded from participation in the tender, unless the involvement does not constitute unfair competition.

## **12. List of Background Documents**

The background documents for the evaluation tender process are:

- Approach paper (Danida 2014).
- Concept Note for the Kenya Country Programme 2015-2020.
- Denmark-Kenya Partnership Policy 2014-2018
- Danida Evaluation Guidelines.

Additional background documents for the evaluation will be made available to the selected team.

Evaluation Department

Danida, Danish Ministry of Foreign Affairs

5<sup>rd</sup> October 2014