

# CALL FOR EXPRESSIONS OF INTEREST

## Independent Process Evaluation of Brooke East Africa (BEA) Affiliate

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### 1 BEA Background

Brooke's programme supporting improving the welfare of equines in East Africa started in 2001 through a partnership between Brooke UK and KENDAT (an animal traction and farming organisation). BEA programme later evolved and now includes eight partners for the financial year 2017/2018.

In 2012-13, Brooke started a process of delegation of authority in an attempt to create more autonomy for its newly formed regional offices such as the one in East Africa. The process covered a wide area of work including finance, governance, HR and programming.

BEA was managed as a Branch until 2015, although a separate board had been established and was meeting regularly. The strategic planning process had identified constraints to agility in a lack of delegated responsibility to the field. Greater delegation to enable programme growth was demanded by the BEA management. The Kenya Government, for whom BEA was a locally registered charity with a Board of Trustees, also demanded greater delegation

In 2016-17, BEA was recognised as a Brooke Affiliate. The programme still had the same six partners as the year before and brought on a number of smaller partners for particular projects through their Small Initiatives Fund (SIF) to work in the region i.e. Tanzania, Rwanda, Somaliland and Uganda.

### 2 BEA Programme Objectives

The overall goal of BEA programme is sustainable change in welfare of 401,800 working equines in East Africa by 2021.

Leading up to this goal, BEA has six outcomes:

- Outcome 1.** By 2021, improved animal welfare practices adopted by 27,000 youth using 54,000 donkeys to transport goods by cart for commercial purposes in urban areas;
- Outcome 2.** By 2021, improved animal welfare practices adopted by 110,000 women using 275,000 donkeys by pack for domestic purpose in Semi-arid areas;
- Outcome 3.** By 2021, improved animal welfare practices adopted by 36,400 women and men using 72,800 donkeys by pack and cart for commercial purpose in agricultural areas;
- Outcome 4.** By 2021, 110,000 owners in semi-arid areas increased level of preparedness and resilience for their donkeys during drought;
- Outcome 5.** By 2021, equine welfare integrated in key strategies, policies, legislative and development processes in Eastern Africa to enable availability and access of government and private sector support and resources;
- Outcome 6.** By 2021, supported by Brooke EA is a regionally operative and autonomous affiliate with effective and quality programme delivery and transparent accountability.

### 3 Scope of the Evaluation

The objective of the independent process evaluation is to assess how robust the prevailing systems are to deliver effective BEA programme with tight assurance that funds have been used effectively in achieving its goal and outcomes. The evaluation will focus on three key areas of enquiry **(i) Partnership Programming; (ii) Governance by BEA BoT; and (iii) Structure.**

The analysis will be based on the following evaluation criteria: **Validity of design, Efficiency, Effectiveness of management set up, Effectiveness of governance structure and operations, Effectiveness of partnership management.**

The evaluation will generate the following outputs:

1. **Inception Report** outlining the evaluation methodology to be used by the evaluator and a final work plan;
2. **Stakeholder workshop:** The lead evaluator shall facilitate a learning workshop in-country to present the draft report, the findings of the evaluation and initial recommendations to the key stakeholders; to gather feedback on the findings and build consensus on recommendations;
3. **Draft evaluation report** with specific recommendations; lessons learnt and good practices;
4. **Final evaluation report** (max. 30 pages) including executive summary.

### 4 Evaluation arrangements and professional requirements

An **evaluation team** composed of a **Lead Evaluator** and a **Partnership Finance and Management Expert** will conduct the independent process evaluation **between 25<sup>th</sup> May and 26<sup>th</sup> July 2018**. The assignment is for approximately **35 workdays for the Lead Evaluator** and **21.5 workdays for the Partnership Finance and Management Expert** during that period. It will require travel to Kenya to visit BEA office and partners. BEA staff will help with organizing logistics.

The evaluation team will be selected by the Evaluation Manager. Candidates shall apply as a team or for one of the two roles as described in the profiles below.

#### **Profile of the Lead Evaluator:**

- Knowledge and experience of process evaluation, governance practice, board functioning and management, and understanding of financial auditing;
- Significant field experience in process evaluation of development programmes;
- Relevant degree / equivalent experience related to the evaluation to be undertaken;
- Significant experience in management, implementation, accountability of programmes and partners;
- Experience of Kenya intervention context;
- Good communications skills and experience of workshop facilitation;
- Ability to write clear and concise reports in English;
- Understanding of donor requirements;
- Ability to manage the available time and resources and to work to tight deadlines;
- Independence from the parties involved.

**Profile of the Partnership Finance and Management Expert:**

- Extensive knowledge and experience in finance and partnership finance management;
- Understanding of governance, board functioning and management, process evaluation and NGO good governance practice;
- Significant field experience in the financial audit of development programme offices;
- Relevant degree in financial auditing, management or related;
- Significant experience in management, implementation, accountability of programmes;
- Experience of Kenya intervention context;
- Good communications skills and experience of workshop facilitation;
- Ability to write clear and concise reports in English;
- Understanding of donor requirements;
- Ability to manage the available time and resources and to work to tight deadlines;
- Independence from the parties involved.

Interested candidates should include the following in the expression of interest:

1. An **updated CV**;
2. A detailed presentation of their **background and experience** in relation to profiles described below;
3. A **statement of availability** for the entire duration of the assignment;
4. A **daily consulting fee in British Pounds**;
5. **Two work samples**.

**The deadline to submit expressions of interest for the evaluation is by Sunday 22nd April. Applicants should submit a complete expression of interest (including all 5 elements highlighted above) via e-mail to [alexia.delelign@thebrooke.org](mailto:alexia.delelign@thebrooke.org) and indicate: 'Independent Process Evaluation of Brooke East Africa Affiliate' in the e-mail's subject line.**