



Evaluation Report

ABC Children's Aid Operations in Kenya, Construction Project in Nairobi and Project in Loitokitok



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Acronyms

AIDS	Acquired Immunodeficiency Syndrome
CEO	Chief Executive Officer
DAC	Development Assistance Committee
FGM/FGC	Female Genital Mutilation/Cutting
GDP	Gross Domestic Product
GNI	Gross National Income
GoI	Government of Iceland
GoK	Government of Kenya
HIV	Human Immunodeficiency Virus
ICEIDA	Icelandic International Development Agency
MDGs	Millennium Development Goals
MFA	Ministry for Foreign Affairs
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
US	United States of America
TOR	Terms of Reference

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I would also like to thank the whole team of ABC Children's Aid Kenya for all planning and logistics of my stay in Kenya and throughout the evaluation process, for accompanying and assisting me during my fieldwork, as well as for sharing insightful and valuable information about the project, its implementation and general operations.

This evaluation report would not have been accomplished without the valuable cooperation, support, information and document sharing of the directors of ABC Children's Aid Kenya.

While this evaluation report is built on comments and suggestions from participants as mentioned earlier, the consultant takes full responsibility for the analysis and opinions expressed in this report.

It is my hope that this evaluation report will provide a useful insight on the operations of ABC Kenya and their projects' results and that its conclusions can be used in the future planning of projects both for ABC in Kenya and Iceland.

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Executive Summary

Introduction

ABC Children's Aid Kenya was established in 2006. Since then the focus has been on rescuing street children in the slums of Nairobi and providing them with food, education, care and understanding. Currently there is an ongoing construction project where a future home and school are being built for the children in the Kariobangi slums. Since 2011 ABC Kenya has also been working with the Maasai people in a village called Loitokitok. Many challenges are facing the Maasai people like poverty, cultural traditions and lack of access to schools. The school that has been built by ABC Kenya has provided much needed support for the children. As well there has been a focus on rescuing Maasai girls from harmful cultural practices like FGM/FGC and early marriages.

Evaluation

This external evaluation was undertaken in May 2014, by an independent consultant appointed by ABC Children's Aid Iceland. The reason for carrying out an evaluation was to review a construction project and results achieved in relation to inputs and quality, analyze positive and negative impacts of project operations in Kenya, make recommendations to ABC Children's Aid Kenya about its operations, and draw some lessons learned from implementation and operations.

The evaluation was based on a literature review of documents specific to the project, reports on Kenya and its governmental policies, consultations and fieldwork in Reykjavik, Nairobi and Loitokitok. The fieldwork in Kenya was based on participatory approaches with a focus on qualitative methods. Focus group discussions and key informant interviews were held with beneficiaries and with key partners/personnel involved in the planning, implementing and monitoring of the project activities. Site visits were carried out to inspect and monitor the project's outputs and impact in Nairobi and Loitokitok. All data collected was then compared to reports received from ABC Kenya.

Summary of findings and recommendations

Overall, the project produced positive results and improved the lives and education of street children from the slums in Nairobi, provided the Maasai children in Loitokitok with educational opportunities and rescued girls from traditional and harmful practices. Also, the project finished the first phase of a construction project in Nairobi, supported by the MFA and ICEIDA.

Analysis of relevant documents as well as all data from field work support this finding and make it possible to assess the project in a positive way in terms of the impact it had. However, a number of components could be improved to increase even further the relevance, effectiveness, efficiency, impact and sustainability of the operations in Kenya.

Relevance

Overall, ABC Children's Aid Kenya support both in Nairobi and in Loitokitok is highly relevant for beneficiaries and other stakeholders. This support helps achieve development goals and is in

line with the educational policies and FGM/FGC laws of the GoK, with Iceland's policy emphasis in international development cooperation, and with the local situation in Kenya.

Main recommendations:

Make sure that operations in Nairobi are fully in line with the requirements of the District Children's Office; the organization continues to be inclusive of all, and considers applying to MFA/ICEIDA for another grant both for Nairobi and Loitokitok.

Effectiveness

Analyzing the effectiveness of the project was difficult since no project documents are available that state the specific objective of the interventions in Kenya and no indicators with defined targets. In addition, there was no baseline done at the start of the project. Therefore it was difficult to track and compare actual results to original figures. The only part of the project that had a clear objective was the construction project and its effectiveness was exemplary.

Main recommendations:

Increase efforts to carry out a baseline survey before starting new projects, focus on future strategic planning of ABC Kenya operations, consider separations of duties in management of funds, improve human resources, and ABC Iceland should try to transfer funds earlier to Kenya.

Efficiency

Overall, observations and data indicate a very positive evolution of the situation, in terms of increasing access for the most needy to quality education in a healthy, safe, and protective environment, in Nairobi and Loitokitok, therefore demonstrating a positive impact of ABC Children's Aid Kenya supported projects. However efficiency and better budget planning regarding funds should be considered in future projects.

Main recommendations:

Improve financial budgeting, continue finding ways to expand the donor base and consider how many can be admitted to the home and school without jeopardizing the quality of the good work that is being done.

Impact

The main objective of ABC Children's Aid Kenya is to construct and establish a safe home for street children, and create a child-friendly and conducive learning environment in their schools both in Nairobi and Loitokitok. Unfortunately, results indicators were not put forward since there are no project documents available and no baseline survey was done before the project started. This made it very difficult to measure the quantitative progress of the project. However, after talking to stakeholders, beneficiaries and making site visits to all sites, it was possible to receive feedback and ascertain visually that the outcome and impact of all components had been very positive.

Main recommendations:

Continue working on solving: the blocked sewage system, an operational access road to the plot, make sure before admitting children to the boarding or the school both in Nairobi and in

Loitokitok that financial contributions follow and apply for funding to finish the boarding, school and a rescue house in Loitokitok.

Sustainability

The evaluator believes that a program like this, that works at the grassroots, with a vulnerable and marginalized group, does not have the possibility of becoming sustainable any time soon. In fact it is not the objective of the project.

Main recommendations:

Continue finding ways to generate more income or/and expand the donor base, encourage the participation of parents involvement in school activities when possible and consider making an exit strategy for when the children should graduate from the ABC home.

Lessons learned

Numerous lessons learned were revealed through the evaluation process. The key lessons were the following: strategic planning is useful for future planning purposes of project activities and operations, with clear objectives, goals, targets, indicators and set budgets.

1. INTRODUCTION

a. Introduction

ABC Iceland was established in 1988 with the objective to provide vulnerable children in Africa and Asia with support through a sponsorship program funded by Icelandic sponsors. The organization is currently active in 8 countries in those continents. ABC Children's Aid Kenya was established in 2006. Since then the focus has been on rescuing street children in the slums of Nairobi and providing them with food, education, care and understanding. The population has been growing; currently there is an ongoing construction project where a future home and school are being built for the children in the Kariobangi slums. At the time of writing some 911 children are being supported through a day scholar and boarding program.

The project has expanded in recent years. Since 2011, ABC Kenya is also working with the Maasai people in a village called Loitokitok close to Africa's highest mountain Mt. Kilimanjaro. There are many challenges facing the Maasai people like poverty, cultural traditions and lack of access to schools. The school that has been built by ABC Kenya has provided much needed support for the children, and is currently both for day students and boarders. In addition there has been a focus on rescuing Maasai girls from harmful cultural practices like FGM/FGC and early marriages.

b. Purpose of the report

The evaluation report should assess and present findings of different activities of ABC Children's Aid Kenya. The first phase of a construction project, sponsored by the MFA of Iceland and ICEIDA, has been finalized. A grant was also given by the MFA and ICEIDA to carry out an independent evaluation of the first phase of the construction project to make sure that its implementation and quality were in accordance with plans. The CEO in ABC Iceland and the directors of ABC Kenya decided to use the opportunity to evaluate at the same time their projects and general operations in Loitokitok and Nairobi Kenya.

ABC Children's Aid Kenya has been operating since 2006. Unfortunately there are no project documents available that lay down the objective of their support or future plans. The purpose of this report is to document valuable information and lessons learned from the project implementation and outcome, as well as to determine if their operations are in line with good practices, with the hope of improving the internal administration of ABC's projects.

The largest part of the funding for ABC Children's Aid Kenya comes through a sponsorship program in Iceland. The support is in the form of monthly fees for a child in Kenya, paid by a sponsor in Iceland. The monthly fee should cover all related costs of that child as well as being an input to the running of the ABC home and school. The operations of ABC Children's Aid Kenya have been growing in the last years. Hopefully this report can also be useful to the organization in its future planning and monitoring of projects. It is also hoped that the report can help the organization make decisions about its future interventions.

Since Iceland is a member of OECD-DAC the setup of the report is based on its evaluation criteria and quality standards.

c. Scope of the evaluation

The objective of the evaluation is to give a clear and holistic overview of the project's implementation and its outcomes. To be able to reach that objective the following scope was outlined:

1. Review the construction project and results achieved in relation to inputs and quality.
2. Analyze positive and negative impacts of project operations in Kenya.
3. Make recommendations to ABC Children's Aid Kenya about its operations.
4. Lessons learned from implementation and operations.

d. Scope of the project

Since its establishment in 2006 the focus of ABC Children's Aid Kenya has been on helping impoverished children in the slums of Nairobi get an education and on providing a home for the most destitute children. Construction of a permanent home started in 2013 after the receipt of a grant from the MFA.

ABC Kenya has also since 2011 assisted a Maasai community in Loitokitok cope with the cultural challenges they are facing as well as building a school for the children and giving them a free education.

The development objective is to assist the government of Kenya where it cannot provide for their citizens. ABC Kenya also acts in line with laws of Kenya, for instance no. 32 of 2011, Prohibition of Female Genital Mutilation Act, in their work of educating about the harmful practices of FGM/FGC and rescuing girls from these practices in Loitokitok. ABC mission is also in line with Kenya Vision 2030, which is the national development plan of Kenya.

The MDG goal it seeks to adhere to is to ensure that children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. Three other MDG goals are also important in ABC Kenya's work, namely the eradication of extreme poverty and hunger, the promotion of gender equality and empowerment of women, and the reduction of child mortality.

2. PROGRAM PROFILE

a. Context for development

The Republic of Kenya is a country in East Africa. Kenya belongs to the African Great Lakes region and is surrounded by Uganda to the west, South-Sudan to the north-west, Ethiopia to the north, Somalia to the north-east, the Indian Ocean to the south-east and Tanzania to the south.

From 1895 to 1963 Kenya was ruled by the British Empire. Kenya today is a multi-cultural country with many ethnic groups, the largest of which are the Kikuyu, Luhya, Kalenjin, Luo, Kamba, Kisii and Meru.¹ The country's official languages are English and Kiswahili and its main religion is Christianity.

b. Economic, social, cultural and political dimensions of Kenya

Kenya was ranked as a low human development country in 2012 and was ranked 145 out of 187 countries and territories.² Life expectancy, educational levels and number of years of schooling as well as standard of living measured by GNI are low. The majority of the population has not been able to improve its living conditions.

Although Kenya is the biggest and most advanced economy in east and central Africa it is still a very poor developing country. In the last years Kenya has seen a tremendous growth in the service sector (dominated by tourism) which contributes to about 62% of GDP. 22% of GDP comes from the agricultural sector (forestry, fishery, tea, horticultural produce and coffee) which is still very unreliable and insufficient but employs around 75% of the workforce. Industry and manufacturing account for around 16% of GDP.

Kenya is divided into 47 semi-autonomous counties which are governed by elected governors.

The estimated population of Kenya in 2014 is 45,010,056 with 42% of the nation under the age of 15 years.³

c. State of infrastructure in the project region

Nairobi is the capital and the largest city of Kenya with a population estimated at 3.4 million with, according to some estimates, an additional, population in the millions living in the surrounding slums. People live in cramped spaces, the houses are often shacks with tin roofs and mud floors, and there is no sewage system, running water, electricity, roads, schools and often no services of any kind. Many of the slums are illegal and have no governmental approval.



¹ CIA World Fact Book; <https://www.cia.gov/library/publications/the-world-factbook/geos/ke.html>

² Human Development Report 2013, http://hdr.undp.org/sites/default/files/reports/14/hdr2013_en_complete.pdf

³ <https://www.cia.gov/library/publications/the-world-factbook/geos/ke.html>

People migrate to the urban areas in search for jobs and an improved quality of life. What they find once living in the slums are enormous challenges; high unemployment rates, high rates of disease (HIV/Aids), alcohol and drug abuse (glue sniffing), violence and rapes are common evils of living in the slum, a life which can be described as “survival of the fittest”. Often parents need to rely on their children to provide for their family, so they go to the streets begging or searching for anything that can help their families survive. They are often nothing more than cheap workers, exploited by gangs and forced into child labor. Their lives are often defined by alcohol, drug and sexual abuse, with the result that they do not stand a chance to decide their own destiny.



The district of Loitokitok is mainly inhabited by the Maasai people. The Maasai people are one of many ethnic tribes living in Kenya. Their society is strongly patriarchal in nature and they still live a very traditional life. Many challenges face Maasai children, including poverty, which often prevents parents from sending their children to school. Girls are commonly seen as only an object to increase a man’s wealth and therefore are given in marriage at an early age for dowry. Early marriages and FGM/FGC have continued even though FGM/FGC is banned and the minimum age to marry is 18 years according to Kenyan law. Boys also face many challenges relating to traditional values; they are raised to become Marons (warriors), which means that they often have to go through ritual beatings testing their endurance and courage.



d. Effect on poverty reduction, sustainable development and the environment

The ABC Children’s Aid Kenya project contributes to at least four out of eight MDGs, MDG 1 to eradicate extreme poverty and hunger, MDG 2 to achieve universal primary education, MDG 3 to promote gender equality and empower women, and MDG 4 to reduce child mortality.

e. Effect on gender equality

Many girls face harsh challenges from birth, having fewer opportunities and facing additional obstacles to receiving an education than boys. Girls’ school enrollment has been lower than that of boys; girls have a higher drop-out rate, due to the following

factors: a lack of access to basic health services and sanitation, early marriage and pregnancy, unsafe abortions, child rearing and heavy household obligations. These girls will miss opportunities for education and personal growth that would otherwise open doors for them in both society and the workforce.

During the evaluation the project's positive impact on gender equality and women's



empowerment was easily apparent. The focus on education in Loitokitok, especially for girls, that could before not afford to attend school or were simply not allowed to go to school, has empowered them in so many ways. They know their rights now and therefore they seek help and are being rescued from early marriages and FGM/FGC. Parents are also more involved than

before and are supporting the girls.

The enrollment both in Nairobi and Loitokitok is almost equal between boys and girls.

f. Project structure

The project structure is not complicated for it does not have many layers of administration or a long chain of communication. The project in Kenya is supported by ABC Iceland which receives its main operational funding from sponsors in Iceland.

Set up of ABC Children's Aid

ABC Children's Aid Iceland is a charitable organization (NGO) established in 1988. ABC Iceland is one of four fundraising countries, the others being USA, UK and the Faroe Islands, for the operations in the eight field offices. ABC International acts as the umbrella foundation for the field offices and the fundraising country offices. The field offices operate independently from the fundraising countries they receive funding from. ABC Kenya receives the majority of its funding through sponsors in Iceland, but also some funding comes from the US.

Set up of ABC Kenya

ABC Children's Aid in Kenya is independent in its operations and structure from ABC Iceland. Even though ABC Kenya receives monthly sponsorship from Icelandic sponsors, the way it runs its operations is autonomous from ABC Iceland. ABC Kenya, through ABC Iceland, received a grant in 2013 from the MFA to construct the first phase of a school and a home in Nairobi for street children. The amount was 22,100,000 ISK but estimated total cost of the first phase of the project was 31,646,558 ISK. The grant was supposed to cover 70% of the total cost. The 30% contribution had to be collected by ABC Children's Aid Iceland (in the end the total contribution that had to be collected was more like 88% since budget estimates from ABC Kenya were a lot lower than final figures). The following table shows the breakdown of fundraising done by ABC Kenya and Iceland and expenditures in ISK. The figures used were USD (converted by the evaluator into ISK with the mean exchange rate of 2013) from the report of the certified public accountants

that audited all the finances related to the construction work. In their opinion all financial statements and comparative figures gave a true and fair view of ABC Children's Aid Kenya financial expenditures.

Fundraising and expenditures –		
Mean exchange rate 2013: USD 122,23 ISK		
MFA/ICEIDA	22,100,000 ISK	70%
ABC Iceland & Kenya	16,062,527 ISK	73%
ABC USA	3,288,812 ISK	15%
TOTAL ABC Iceland, Kenya & USA	19,351,339	88% instead of 30%
TOTAL fundraised	41,451,339 ISK	
ABC Kenya operational funds	324,180 ISK	1,5%
Budget estimates	31,648,558 ISK	
Actual expenditures	41,775,519 ISK	
Budget underestimation	10,126,961 ISK	

This extra fundraising put a lot of pressure on the operations both in Kenya and Iceland.

g. Financial resourcing

Since 2006 most of the budget for ABC Kenya has come through monthly sponsorship in Iceland. Currently there are also sponsors from the US. The budget has been very tight since so many children have been admitted to the program, often without having a sponsor. This has at times created problems in Kenya, especially during the construction, since no extra operational funds were available. However, ABC Iceland has operational funds that are used to top up delays in sponsors payments and they also provide some additional funds each month.

ABC Kenya received its first grant from MFA/ICEIDA for the first phase of a construction project of a home and a school for street children in Kariobangi slums of Nairobi, Kenya in 2013. The amount received from MFA/ICEIDA was 22, 1 million ISK.

It became evident during the construction phase that budget estimates did not hold because of many factors and had as well been under budgeted. Therefore ABC Kenya and Iceland had to find ways of fundraising around 88% on top of the amount received. Through hard work they managed to do that, mainly through sponsors from Iceland and the US. This put a lot of strain on all operations and staff both in ABC Kenya and Iceland, and a lot of sacrifices were made, since all money received had to go into the construction project.

h. Project milestones and achievements

Since the project has not put forward a project document or a strategic plan, there are no results indicators to measure achievements.

However the project had a clear objective regarding the construction project (build a home and a school for street children) and managed to finish the first phase of that project in May 2014. In cooperation with ABC Iceland they also managed to fundraise around 88% on top of the amount that was granted by the MFA/ICEIDA. That was not a small task. All the setup of the work structure regarding the construction project was found to be in order. Managers, staff and contractor had found ways in which money could be saved without risking quality of the building or risk losing money or material.

Finally, the evaluator would like to mention that the circumstances that the staff is working under are extremely difficult and often dangerous. It was remarkable to see such a dedication from all involved. Everything that has been accomplished has been through hard work and great cooperation.

i. Stakeholder participation

Stakeholder participation is essential for the successful implementation of a project. This evaluation has determined that staff dedication is of great importance. Despite receiving a pay cut five years ago and often working understaffed, long hours in difficult situations, they still do a remarkable job working with the children.

The GoK is clearly involved in the project, in the sense that it cooperates with ABC Kenya at the district level in Nairobi. The chief in Loitokitok is involved in the operations there and so are the police who often seek the assistance of ABC in rescue cases. The evaluation found that governmental officials had clearly established a good working relationship with ABC Kenya.

The participation of parents is crucial for the successful outcomes of the project, its performance and sustainability. At some point the children need to be reintegrated with their parents. The parents also need to be educated on the harmful practices of FGM/FGC and early marriages to be able to change these traditions. They need to be informed about the importance of sending girls to school. Otherwise there will not be any changes.

3. EVALUATION PROFILE

a. Methodology and data collection

The evaluation team consisted of one independent Icelandic consultant appointed by ABC Children's Aid Iceland, with experience in the planning, implementation and evaluation of development initiatives. The consultant was guided by the TOR which stipulated the framework for the evaluation in relation to relevance, effectiveness, efficiency, impact, and sustainability of the project.

The evaluation was carried out in May 2014 and was based on a literature review of documents specific to the project, reports on Kenya and its governmental policies, consultations and fieldwork in Reykjavik, Nairobi and Loitokitok. The fieldwork in Kenya was based on participatory approaches with a focus on qualitative methods. Focus group discussions and key informant interviews (semi-structured interviews) were held with beneficiaries and with key partners/personnel involved in the planning, implementing and monitoring of the project activities. Site visits were carried out to inspect and monitor the project's outputs and impact in Nairobi and Loitokitok.

Semi-structured interviews were conducted with beneficiaries through focus group discussions both in Nairobi and in Loitokitok. These discussions included teachers, parents, school children, and caretakers. The outcome of these discussions gave a clear picture of the implementation of the project, its positive outcomes as well as its challenges, and the probability of sustainable results.

In-depth interviews with key informants - project staff and implementation personnel, construction team and governmental officials - were also conducted. These discussions yielded great insight into the general situation in Nairobi and Loitokitok, cooperation between different stakeholders, and the implementation and monitoring of the project activities.

Observations through site visits were made in Nairobi and Loitokitok. By conducting this kind of monitoring it was possible to collect physical evidence such as the provision and state of hardware.

Data collected was then compared to reports received from ABC Kenya.

At the end of the field work in Kenya the consultant briefed the directors of ABC Children's Aid Kenya of the preliminary findings. The consultant will present the final report in Reykjavik to the board of ABC Iceland and other relevant stakeholders in August 2014.

b. Constraints and limitations of the evaluation

Some constraints and limitations were faced during the evaluation which might have affected the outcome of the report and should therefore be underscored.

1. Constraints in the budget allocated for the evaluation made it impossible to carry out a quantitative survey. Therefore comprehensive combinations of qualitative and quantitative methods were not used, but instead the focus was on using qualitative research techniques.

2. Some difficulties arose based on troubles receiving documents and time schedule for the evaluation beforehand. The consultant could therefore not familiarize herself with all aspects of the work beforehand.

4. EVALUATION FINDINGS

a. Relevance

According to OECD-DAC guidelines relevance refers to the appropriateness of the program objectives to the problems it was supposed to address, and the physical and policy environment within which it operated. Does the project correlate to beneficiaries' needs, expectations and priorities as well as donors' priorities?

In assessing the relevance of ABC Children's Aid activities in Kenya, it is necessary to take into account policies of the GoK as the recipient country, policies of ABC Children's Aid, and policies of the GoI since ABC has received some funding from the Icelandic government and therefore needs to be in line with their policies and priorities. Just as important is the assessment of local needs and relevance of the interventions for the beneficiaries' needs and expectations.

Information was collected by reviewing available documents as well as interviewing ABC Children's Aid Kenya project staff, key stakeholders and beneficiaries.

Overall, considering all stakeholders, the evaluation found that the interventions in Nairobi and Loitokitok in Kenya were of great relevance.

Relevance for beneficiaries

The direct beneficiaries in Nairobi are street children living in the slums while the indirect beneficiaries are their families and the neighboring community. In Loitokitok the direct beneficiaries are school children of the Maasai tribe, especially girls, and the indirect beneficiaries were their families and the neighboring community.

The infrastructure in the slums of Nairobi, which are the biggest in Africa, is almost non-existing and the life that awaits children there is something a child should never experience. Often there is no access to school and the families are simply too poor to pay for school fees, uniforms and for food. Lack of access to health services and facilities is especially problematic, and school children suffer from common health and hygiene-related diseases. Dropout rates are high due to these and other problems faced by the children. Protection for children in the slums is non-existent and they are vulnerable to abuse, especially girls. Some of them end up on the streets in search for money or food for them and their families. There many become victims of abuse, alcohol and sniffing glue. Tribal tensions are common in the slums as well as between landlords and tenants. Because of high rates of unemployment many people turn to alcohol (Changaa, a cheap and strong local alcohol brew), drug abuse and glue sniffing, which lead to considerable amounts of violence, rape and other crimes.



Turning to Loitokitok, there are many socio-cultural and economic factors affecting the formal education of the Maasai children there. Although the government of Kenya has made efforts to improve basic education particularly that of girls, the status has not improved significantly. Factors such as FGM/FGC and other harmful cultural practices, early marriages, lack of parental interest in education, Morans (warriors), and poverty affect the education of the Maasai girls and boys.

The evaluation found the choice of community area and beneficiaries to be highly relevant and effective. It is appropriate to support projects that focus on marginalized children, who are the most vulnerable group one can find, and on their families. These inhabitants of the slums are often not reached by development assistance, or even forgotten outright, because of their isolation and marginalization. This grassroots project is an exception to this trend. A lot of donors (bilateral and multilateral organizations) do not allow their staff members to go into the slums in Nairobi for safety reasons. That indicates an absence of donors in an area that is facing great problems and is in an excessive need of support.

Relevance for other stakeholders

Overall, the project was found to be in line with the mission of ABC Children's Aid which is to give⁴:

- Street children a shelter and a permanent home at ABC.
- Poor children opportunity to go to school.
- Sick children access to medical care.
- Children without future a hope of a better life with further education.
- Needy and suffering children tender care.
- Hurting and broken children the love of God.

The overall project was found to be in line with the policies and priorities of the GoK. Discussions with governmental staff like chief of Namelok, police official in Loitokitok and district official in Nairobi all revealed that the project was in line with the development strategies and laws of Kenya. ABC Kenya is a registered home and has therefore met the requirements of the government. However, the district children's officer mentioned that when they inspected the ABC home in Nairobi they complained about the sharing of beds by children due to severe overcrowding, the lack of mosquito nets, and the quality of food the children received. Management mentioned that they did not use mosquito nets because they lasted for such a short period, instead they would fumigate the premises once a week.

The project was also found to be fully in line with the policies of the GoI. The Strategy for Iceland's International Development Cooperation 2011-2014 calls for increased collaboration with NGOs in order to strengthen the grassroots and reinforce democracy. The plan stipulates human capital as a priority; with that comes an emphasis on increased education, improved health and gender equality. However, the work procedures of the MFA and ICEIDA do not allow organizations to use the funding they receive to proselytize or conduct other missionary activities amongst their stakeholders.

⁴ <http://www.abcchildrensaid.org/>

One of the missions of ABC Children's Aid is based on the Christian values and principles and giving hurting and broken children the love of God. One must consider that in many African countries people are devoutly Christian and Kenya is no exception. While the religious activities, observed by the evaluator, taking place at the ABC home and school could be considered as a violation of MFA and ICEIDA rules it is the evaluator's position that the positive effect of the work of the organization to help the most marginalized and needy members of society (often left out of development assistance) more than compensates for the possible infraction of the rules. Since ABC has never attempted to hide its religious nature it would be inconsistent to enforce this rule now. Observations during field visits also revealed that ABC Kenya did not require that everyone pray and those who were Muslims or of other faiths were allowed to practice their religion. As well the organization was found to be very inclusive in general, hiring people from all tribal backgrounds in Kenya, which is often not the case in that country because of tribal tensions.

Summary

The overall conclusion is, therefore, that ABC Children's Aid Kenya support both in Nairobi and in Loitokitok is highly relevant for beneficiaries and other stakeholders. This support helps achieve development goals and is in line with the educational policies and FGM/FGC laws of the GoK, with Iceland's policy emphasis in international development cooperation, and with the local situation in Kenya.

b. Effectiveness

According to OECD-DAC guidelines, effectiveness examines to what extent the objectives of the interventions have been achieved. Which were the major factors that influenced the achievement or non-achievement of the objectives?

Analyzing the overall effectiveness of the project has been particularly difficult since no project documents are available that state the specific objective of the interventions in Kenya and no indicators with defined targets. In addition, there was no baseline done at the start of the project. Therefore it was difficult to track and compare actual results to original figures. The only part of the project that had a clear objective was the construction project. However, if one looks to documents explaining the general vision and mandate of ABC Kenya, it is possible to see what their focus is. For this reason, it was only possible to make an overall estimation of the project's effectiveness based on interviews with key stakeholders and beneficiaries.

The construction project had the following specific objective:

Finish constructing the first phase of a home (boarding) and a school in Nairobi.

Overall, an analysis of data available and on-site observations allows one to draw the conclusion that the project has fully achieved its objective. The first phase, which includes a wall around the property, foundations and the first floor of the building housing 10 classrooms, offices, latrines and an open space assembly hall, has been completed. Also, the foundation and the first floor of a second building, which includes a kitchen, storage and three classrooms, have been finished. ABC Kenya had delivered a status report twice of the construction project to the MFA/ICEIDA which the evaluator

found to be very detailed and informative of the project period and the challenges that were faced.

Despite facing many challenges in a very difficult environment, ABC Kenya managed to complete the project. It was not without challenges. According to plans the project was supposed to be finalized by November 2013. However that did not happen and the first phase was finished in May 2014. There were many reasons for these delays. Budgets were not detailed enough and had not been updated with the most recent prices. Actual costs thus turned out to be higher than anticipated, and this cost increase in turn created a need for greater fundraising. In addition, it took longer to transfer the ownership of the land than anticipated; the foundation took longer to construct than planned, for it was built upon a dumpsite; the road leading to the worksite was blocked by illegal structures; and the sewage system was blocked.



On the other hand, effectiveness of monitoring was exemplary. There was a structural engineer who oversaw the quality of work, a system was put in place to make sure that no corners were cut in structural quality and that the work was going on smoothly without any problems. There was a foreman on site that handled daily work and the workers. A caretaker from ABC was also on site to double check that work was going on well and report to the administration if something went wrong. One was in charge of getting quotations and buying the material needed in cooperation with contractor and accountants; the guards had a special book where they noted everything that was brought into the compound, as did the foreman. Therefore a triple system of accountability was in place.

Operations in Kenya

Discussions with administration revealed a good set up of general operations of ABC Kenya. Meetings are held regularly in which it is possible to discuss ongoing issues or problems that are being faced by staff or children. Monthly budgets are done, which then are approved by management. The administration is also in regular contact with the office in Iceland especially regarding letters from the children to sponsors.

However, during the evaluation some issues were discovered that need to be considered in order to improve the running of operations in Kenya in the future.

The accountant oversees both payments and accountancy, while the administrator approves all payments. Separation of duties is crucial to avoid any mismanagement of funds. However in small organizations this often proves difficult, but it then requires better monitoring of all transactions both from management and administrator.

Appointment letters of staff members had only been handed out one week before the arrival of the evaluator. Some staff members even mentioned that the letters, at the moment of signing, lacked information about net or gross salaries and other important

details. This needs to be in order, so that both employer and employees know the details of their job and compensation.

The manager mentioned that in 2009 all staff members had to take a 20% pay cut because of the financial crisis in 2008 in Iceland, when a lot of sponsors cancelled their sponsorship. The pay cut has been reinstated in intervals and is today up to par including several salary increments. This reduction in salaries showed how difficult it is for ABC Kenya to rely on only one source of income if misfortune strikes. Since the crisis in 2008, ABC Kenya has started receiving funding from the US as well. Staff members also mentioned that they did not get paid overtime; but would instead get paid with a leave. Another complaint was that they did not receive pay slips so in a way they never knew their salaries, how much was being deducted, if they were paying taxes, etc. This lack of documentation meant that they were not able to access loans, since Kenyans need to show pay slips in the bank to be considered for a loan. Administration mentioned that they did indeed print out pay slips, but it was up to each employee to pick them up at the office. However, the office is not based at the same place as the ABC home and school, so for some staff members it can be difficult and costly to go and collect the pay slips every month. Moreover, the administration confirmed that salaries were usually not paid until around 8th - 12th of each month, which caused financial hardship for the staff who all have to pay their bills at the beginning of the month. Some mentioned that they had difficulties with their landlords because of this. This shows that no additional operational funds are available and they have to wait every month for the sponsorship money to arrive from Iceland. Sponsors in Iceland only pay during the beginning of the month, but these are the funds ABC Kenya relies on for the month.

c. Efficiency

According to OECD-DAC guidelines efficiency means a measure of how economically resources/inputs have been converted into results. Were activities cost efficient? Were objectives achieved on time?

Overall, observations and data indicate a very positive evolution of the situation, in terms of increasing access of the most needy to quality education in a healthy, safe, and protective environment, in Nairobi and Loitokitok, therefore demonstrating a positive impact of the projects supported by ABC Children's Aid Kenya. However efficiency and better budget planning regarding funds should be considered in future projects.

Construction project

The first phase of the construction of a home and a school for street children in the slums of Nairobi was completed successfully in May 2014. The project faced a lot of challenges along the way which is understandable when working in such a challenging environment. Management and other stakeholders involved managed to do whatever it took to minimize the impact of these difficulties.

First of all, as mentioned earlier there were delays on the project that were influenced by many factors like the delay in obtaining the transaction papers for the land (transfer of ownership), problems with the construction of the foundation (built on a dumpsite), blocked road access (an official road had been blocked by illegal structures), the blocked

sewage system, the cost of materials, and increased costs which resulted in a need of greater fundraising.

Second, budget estimates were not accurate because of operational delays; by the time construction materials were bought, prices had risen, an increase which was not accounted for in the budget. The budget did not keep up with price increases. Similarly, the budget estimates that had been done were prepared one year before applying for the grant from MFA and in addition several things had not been budgeted for. These reasons had the effect on putting greater pressure on ABC Kenya and Iceland to fundraise up to 88% on top of the granted amount from MFA/ICEIDA.

Third, originally the plan was to hire the engineer who did the drawings to build the building. It turned out that his charges were unreasonably high. Therefore another contractor was hired to construct the building. An example of good practices is to get a project manager who is a specialist in the field (either an engineer or an architect) to act on behalf of the client and manage the construction. That individual is then qualified to make sure that the contractor is doing everything up to code and carrying out quality work, according to the timeline and budget. This person will make frequent site visits, write progress reports and act on behalf of the client.

The contractor brought on board as part of their team a structural engineer who made regular site visits to make sure that all the work was in accordance with building regulations of Kenya and of good quality. He worked closely with the foreman. The managers also put up a comprehensive system to make sure that everything was being done to make sure that prices, material, funds, and quality were in line with expectations. This system worked very well and the relationship between the ABC team and the contractor was good. All finances related to the construction project were audited by certified public accountants, which found all financial expenditures to be in order.

General operations in Kenya

The only operational budget in Kenya is the sponsorship fees they receive from Iceland and the US. The budget is often very tight and stretched especially now when the construction project has been going on and so many children have been admitted to the school as boarders or day students. It is nonetheless remarkable to see how many have been helped with not more money than they have; it has put a lot of strain on the work that is being done. The staff is overworked because they are too few and the care and attention that they can give the children is less. Becoming more cost efficient by building a home and school will save a lot of money in the long run. Then ABC Kenya will not have to pay school fees or rent and can spend the money on things like increasing staff and improving their remuneration.

d. Impact

According to OECD-DAC guidelines impact refers to both positive and negative changes that resulted from the project, directly or indirectly, intended or unintended.

The main objectives of ABC Children's Aid Kenya are to construct and establish a safe home for street children, and to create a child-friendly and conducive learning environment in their schools both in Nairobi and Loitokitok.

Unfortunately, results indicators were not put forward since there are no project documents available and no baseline survey was done before the project started. This made it very difficult to measure the quantitative progress of the project. However, after talking to stakeholders, beneficiaries and making site visits to all sites, it was possible to receive feedback and ascertain visually what the outcome and impact had been.

Construction and project in Nairobi

The positive impact of the new building in the slums of Nairobi, a home and a school for street children, are indisputable, even though only the first phase of the project has been finished. It changes the whole environment of the children, making it a conducive learning environment and a home where they feel safe and cared for. Also the new building has completely changed the working environment of ABC Kenya's staff members.

In the first phase it was possible to lay the foundation and the ground floor of the main building (once the project will be finished the building will be five floors high), construct a boundary wall surrounding the land (one site is left to finish because of land disputes), and build a kitchen block that includes a store and 3 classrooms.

The buildings are already in use and are a great improvement upon the original infrastructure (which is though still being used but will be demolished once the building is finished). Both the blocks are used for classrooms.



However, it is possible to say that there have been many challenges during this whole process and that there are still some issues to be solved. For instance, there is currently no access road to the compound. The City Council has been paid to demolish the illegal structures that are blocking the access road, but so far nothing has been done. It is impossible to estimate when or if it will happen. Until then ABC Kenya has been given permission to use another road to enter their plot. Plus, the latrines and the showers have not been connected to the sewage system and can therefore not be used. This is due to a blocked system that is not foreseen to be fixed until in 1-2 years' time. Until then the children and staff have to use pit latrines and washing has to be done in temporary structures. Nevertheless, it is understandable to face such encounters in a challenging environment like this. All obstacles have been faced by the management with a great attitude. They

are not trying to cut any corners, but instead carrying out their work correctly and legally.

The general impact of the project in Nairobi has been great on those children that have been rescued from the streets. They have been able to get an education, food, clothes and even a home and security that they never had before. It was amazing to see how these children that had maybe a few weeks earlier been on the streets, sniffing glue with no hope of a future, turn their lives around. Many of the children mentioned that they had lived a life without any hope in the past; now, they said, things had changed and they like other children could really make a life for themselves. They were optimistic about their future. They also had many good examples of former ABC children that had made it out in the big world after leaving ABC. Many of the parents also mentioned that even though school fees were not high in many schools, they were still high enough that they could not afford to send their children to school. With the ABC Kenya support, they had a chance of giving their children an education, and instead used the small amount of money they had to pay for other things like rent, food, medical assistance, etc.

However, there were some negative impacts that resulted from the project. The population of boarders and day scholars has been increasing in the last years and is today the same as before the financial crisis. Yet, financial contributions have not kept pace. This means that since ABC Kenya bought the land and constructed temporary shelter as a home and school, the site has become very overcrowded and not up to standard. Too many children are sharing beds, food quality has been reduced, some of the temporary class rooms are cramped and many children share a table. Currently there is no open space or playground for the children. All of this has reduced the quality of work ABC Kenya is doing. On the other hand, the children's situation now is much better than in the past. It is also difficult to turn a child away. It also must be kept in mind that the children seemed happy and content and that this is a temporary situation until the building is finalized which hopefully will happen in the coming years.

Loitokitok

The project in Loitokitok only started in 2011, but the changes it has brought about are remarkable. Parents' attitudes towards school have changed in a society that is very traditional and they have become more aware of the importance of sending their children to school. Due to poverty, parents were not able to send their children to school, but now with a free education, they have been able to do that. This is especially important when one considers the girl child, who in the past was not even considered to receive schooling, but have now been empowered through education. The children have benefitted from the improved school environment, which has provided them with tables and chairs, exercise books and scholastic materials. Of vital importance is how the project has informed the community about the harmful traditional practices of FGM/FGC and about early marriages,



both of which are illegal in Kenya. The children now discuss these issues and many girls have been rescued from these practices because they know their rights now. This has also revealed the need for a rescue house in Loitokitok, in cooperation with the police and other stakeholders involved, where girls can stay while their cases are handled.

While the increased school enrollment of boarders and day students is a positive outcome, it has also had two negative effects: overcrowding and food shortages. The children sit in very cramped conditions in the school building, where many classes are being taught at the same time with no dividing walls. These conditions most likely decrease the quality of the children's education. In addition, the boarding facilities are not up to standard. This put ABC Kenya at risk if something were to happen.

These shortcomings are also related to the fact that too many of the school children do not have a sponsor, and also to the fact that the project started without having a strategic plan or a budget. The project has grown without funding being fully secured. Again, it needs to be considered that this is a project in its beginning stages that still is working on securing funding and donor base. Also, it can be very difficult to turn away children who want to attend school or girls that have been rescued from harmful practices or early marriages. Hopefully, funding will make it possible for ABC Kenya to finalize the structures.

e. Sustainability

According to OECD-DAC guidelines sustainability means the continuation of benefits from an intervention after assistance has been completed.

Sustainability is a key concept which is used to measure the durability of a project's results. Will benefits continue beyond donors' involvement and can the beneficiaries manage and continue those results achieved?

Operations and projects in Kenya

Sustainability in financing the running of the home and the school, both in Nairobi and Loitokitok has not been foreseen. Currently all administration of the projects is carried out through a sponsorship program. A few measures have been taken to generate income. For instance, the bus ABC Kenya owns is often rented out, which generates income. The same applies to the house that is being rented in Loitokitok; visitors pay a fee for staying there, and this covers some of its costs. As mentioned earlier, currently the budget is extremely tight, so unless there are some plans of finding new ways to generate a sustainable income, minor issues can put all operations at risk.

However, it is the evaluator's belief that a program like this, that works at the grassroots, with a vulnerable and marginalized group, does not have the possibility of becoming sustainable any time soon. In fact, sustainability is not the objective of the project. The project is helping the poorest of the poor, and to be able to reach that group you cannot charge them. Therefore the financial responsibility for all operational costs falls on ABC Kenya. That does not mean, however, that ABC Kenya should not look into ways of generating more income by expanding their donor base to make sure that they can run the operations without having to worry each and every month. Currently one of the directors focuses her work on finding additional donors. They should also consider

how many children they take into the home - even though it is extremely difficult to turn needy children away - because overcrowding puts a strain on all operations and quality of the work ABC Kenya is doing. As well, once the construction is finished, and a home and school are in place, the organization will no longer need to spend its funds on rent or the children's school fees. This will save a lot of money.

If we consider the sustainability of what the beneficiaries gain through these projects, one can say that receiving an education is something that can never be taken away from them once completed. However, whether they will turn their lives around and even influence others through what they have learned depends on their personal attributes and attitudes.

There were many success stories among the children who had graduated from the program. Some went on to graduate from colleges, attend football academies, become singers, among other paths.

However, it was very unclear when and if students actually left the program. There was not a clear line drawn between enrollment in the program and leaving it through graduation. There is a reintegration strategy in place, but there is nothing stated about when it should happen at the latest. For example is it the latest after they finish secondary school or can they continue staying at the ABC home after graduating and without attending any schooling? It can cause problems related to sponsors in Iceland if it is not clear whether the children are still enrolled in the program or not. It would be unethical and dishonest if sponsors were still paying for a child who is not currently based at the ABC home or receiving an education from ABC Kenya.

In fact some staff members mentioned that there is no exit strategy available regarding the moment of graduation from the project. It makes it difficult for all stakeholders when it is not known at what age or after finishing which level of education the children should finish the program and go back out into society or be reintegrated with their families if possible.

5. CONCLUSION

The goals of the projects were to finish the first phase of a construction project in Nairobi, supported by the MFA and ICEIDA, improve the lives and education of street children from the slums in Nairobi and provide the Maasai children in Loitokitok with educational opportunities and rescue girls from traditional and harmful practices.

The first phase of a construction project was successfully finished. All working procedures were in line with good practices and all finances were found to be in order. The structure is already making a significant change on the operations, the children and staff members.

The positive effects of the projects are indisputable and its impact on vulnerable children is evident in the sense that it has given them hope of a better life and a future, education, shelter, food and caring. The project in Loitokitok has empowered girls to attend school, know their rights and fight against FGM/FGC and early marriages, which are still being practiced in Kenya even though they are illegal according to the laws of the country. The projects in Kenya have also changed the attitude of parents towards education.

Overall, general operations in Kenya conform to good practices. Some issues were brought forward for consideration and suggestions were made for improving the administration of the program.

The projects in Kenya have been growing in the last years without funding being secured for all the children accepted to the program and all related operations. This has created a strain, especially during the construction period, on the work being done, the staff and the children. Regardless of this concern, it can be seen as a temporary problem, which should be solved once the permanent building has been constructed and becomes fully operational.

There is much to be learned from the project. It provides valuable lessons for the planners of ABC Children's Aid future projects and general operations.

In conclusion, the ABC Children's Aid project in Kenya has achieved its overall goals and objectives. In conformity with those goals, the project has improved the quality of life and access to education of street children in Nairobi, allowed the Maasai children in Loitokitok to attend school and enabled the rescue of girls from harmful traditional practices.

6. RECOMMENDATIONS

Generally, the evaluation found that ABC Children's Aid projects in Kenya produced positive results for affected communities in Nairobi and Loitokitok. The project's objectives of constructing a home and a school to improve access to quality education and protective environment for street children were met. By analyzing and assessing all data from field visits and interviews, it became apparent that the project had had a positive impact on a group that is often excluded from development assistance because of how marginalized it is. However several elements of the project could be improved in order to increase even further relevance, effectiveness, efficiency, impact and sustainability of the interventions. These are mainly the following:

a. Recommendations with respect to relevance

1. As a long term objective, make sure that the operations in Nairobi are fully in line with the requirements of the District Children's Office.
2. Make sure that the organization continues to be inclusive of all, no matter what tribal background, gender or religious believes.
3. Consider applying to MFA/ICEIDA for another grant to finish the construction of a home and a school in the slums of Nairobi. Also the project in Loitokitok is fully in line with emphasis of the GoI in development assistance and therefore ABC should consider applying for a grant to finish constructions of the school, boarding and a rescue house.

b. Recommendations with respect to effectiveness

1. Increase efforts to carry out a baseline survey before starting new projects so it is possible to measure effectiveness.
2. Increase efforts to do a future strategic plan of all the operations of ABC Kenya. The strategic plan could have yearly goals to be reached and budgets needed. This will make it easier for management and staff to see the long-term prioritized goals and plans.
3. Improve budgeting.
4. Increase efforts to get the access road operational to the ABC compound in Nairobi.
5. Consider separations of duties in management of funds. If that is not possible increase all efforts to better monitor transactions by management and administrator.
6. Improve human resources; making of appointment letters in a timely manner, make sure that pay slips are handed out every month to the employers, find ways to pay salaries at the beginning of the month, make it a priority to increase the salaries and benefits of employees once constructions are finished, otherwise it could affect staff motivation and turnover.
7. ABC Iceland should try to find ways in which they can transfer funds earlier to Kenya than in the beginning of the month.

c. Recommendations with respect to efficiency

1. Improvements in financial budgeting are necessary. It is important for all stakeholders to have the budgets as accurate as possible.
2. Continue finding ways to expand the donor base even further.
3. Consider how many can be admitted to the home and school without jeopardizing the good work that is being done.

d. Recommendations with respect to impact

1. Continue working on solving the blocked sewage system.
2. Continue working on an operational access road to the plot.
3. Continue in the next phase of the construction project to make sure that everything is done correctly, legally and without jeopardizing quality.
4. Consider making sure, before admitting children to the boarding or the school both in Nairobi and in Loitokitok that financial contributions follow.
5. Apply for funding to finish the boarding, school and a rescue house in Loitokitok.

e. Recommendations with respect to sustainability

1. Consider ways to generate more income or/and expand their donor base.
2. Consider how many children they take into the home and to the school.
3. Encourage the participation of parents and involvement in school activities when possible.

7. LESSONS LEARNED

The most important lessons learned from the ABC Children's Aid Kenya projects and operations are the following:

1. Strategic planning can be very useful for future planning of project activities and operations. It gives stakeholders a clearer vision of the goals and objectives of the program.
2. Based on the strategic plan a yearly project document should be created to ensure that the plan is being followed with set objectives, goals, targets, indicators and budgets.
3. Clearer rules and regulations on graduation out of the program would make it clearer for all stakeholders.
4. Construction projects benefit from having a project manager (architect or an engineer) that has the knowledge of quality work and can act on behalf of the client to push the contractor, act as a liaison between client and contractor and supervise.
5. Dedicated staff is the key to successful programs.
6. Inclusiveness of all regardless of religious beliefs, gender or tribal background is key.

Appendices

1. Appendix 1 - Terms of Reference

PROJECT:

TERMS OF REFERENCE FOR CONSULTATION AND EVALUATION OF ABC CHILDREN'S AID OPERATIONS AND PROJECTS IN NAIROBI AND LOITOKITOK, KENYA.

1. Introduction

ABC Children's Aid Kenya was established in the fall of 2006. Since then the organization has focused on providing housing, food and caring for street kids in Nairobi. These kids have suffered rejection, hunger, abuse and have nowhere else to turn for help. Some of the children are former street children, others are orphans or have parents who are either too sick or too poor to provide for them. The local government also brings rescued children from various situations to the home. Currently around 150 kids are living in the home, but the school and the children's home is housed in very inadequate temporary buildings in Kariobangi North between three different slums. The plan is to build a 5 story house that will house a home for 400 children and a school for 1.000 children. The intention is to also improve the quality of education and nurture given to the rescued children.

Around 450 kids are a part of the ABC Kenya Day Scholars Sponsorship Program. Some of them attend the ABC primary school in Kariobangi in Nairobi where they get a free education and are also provided with lunch. Older students attending higher level schools also receive funding for their school fees and lunch. ABC Kenya also assists those parents that cannot afford books and uniforms for their children.

In 2013, ABC Kenya started the first phase of a construction project, with a plan to build a 5 story house in Nairobi, which will be a home for 400 children and a school for 1.000 children. The objective is also to improve the quality of education and nurture given to the rescued children.

Loitokitok is a village located at the foot of Africa's highest mountain Mt. Kilimanjaro. ABC Kenya has been working with the Masai people in the area and has so far built a primary school providing free education and meal to 140 students in two grades. ABC Children's Aid Kenya is also planning a Rescue Center near Loitokitok as a response to many requests for rescue from the illegal practice of female genital mutilation and early marriage.

2. Reasons for evaluation

The first phase of the construction project, sponsored by the Ministry for Foreign Affairs (MFA) of Iceland, is being finalized. ABC Kenya also received a grant from the MFA to carry out an independent evaluation, to assess all aspects of the construction project and make sure that implementation and quality are in accordance with plans.

At the same time ABC Iceland decided to use the opportunity to evaluate other aspects of their operations in Kenya, both in Nairobi and Loitokitok, by evaluating those activities that have been carried out throughout the years, since 2006, and operations of the office.

Findings and recommendations of the consultant can be used as a guiding tool for the future support of ABC Kenya. The evaluation will enable stakeholders to measure the success of the project holistically as well as learn from those aspects of the project that were negative. The evaluation will also improve internal control of ABC's projects and should benefit all cooperating partners.

3. Methodology/scope and focus

It is vital that the consultant is familiar with all reports and other data available on the project, in addition to those that will be collected during consultations in the field. The most important of these are project documents, progress reports, final reports, financial reports, needs assessments and baseline surveys.

It is important to draw lessons learned from the project which can be used in the future to prepare and plan new projects.

It is important that the evaluation looks into the logical framework of the project in accordance with the findings of different activities like input, outcome and impact of the project.

It is important that the evaluator consults as many stakeholders in the field as possible, including all relevant agencies, local authorities, project personnel, and groups and individuals affected by the project (beneficiaries and stakeholders).

4. Issues to cover in the evaluation

The Evaluator shall focus on the following issues:

Relevance: Was the project in accordance with the needs of the target group? Was the project in accordance/agreement with the emphases of the government of Kenya, the policy of ABC Children's Aid and with Iceland's policy in development cooperation? Were activities and outputs in accordance with objectives of the project? "Lessons Learned" that can be used in future planning of projects?

Effectiveness: Look into how and if the project achieved its objectives in relation to what was stated in its original project document. Which processes facilitated or prevented it?

Efficiency: Look at all inputs into the projects, especially assets/finances/human resources in relation to the results of the project.

Impact: Did the outcome of the project have the intended impact on the target group? Were there any unintentional positive/negative impacts? Are there any pre-emptive measures possible to prevent if there are any unintentional negative impacts of the project?

Sustainability: Evaluate the durability of results of the project and see if they will continue beyond the donor's involvement. Is there anything that can be done to increase the probability of sustainable results?

In addition to the aforementioned issues it is necessary to keep in mind the following points while carrying out the evaluation: Gender equality, equity, environmental issues, technological factors, finances, capacity building, policy direction, and social and cultural aspects.

5. Evaluation team

The Consultant shall have relevant academic qualifications, familiarity with evaluations and a good knowledge and experience in the field of international development, with particular emphasis on education and the implementation and monitoring of projects. Fluency in English is necessary.

6. Timetable

This is an evaluation of a construction project phase, as well as the activities and operations of ABC Kenya. Fieldwork will be carried out in Kenya in May 2014.

Estimated time for the completion of the project is 30 days:

- 4-5 days for general preparation.
- 11-12 days fieldwork in Kenya.
- 14 days finalization of report.

All planning and organizing, processing of data and recommendations will be done in close cooperation with ABC Iceland and Kenya. A local consultant will not be necessary, but a translator might be needed on temporarily basis and a project representative/coordinator with local knowledge of the project should be readily available for the consultant.

The consultant will brief the team in Kenya of the main findings before leaving.

Final report with recommendations shall be handed over to ABC Iceland and Kenya before end of June 2014. In addition, a presentation with main findings of the evaluation will be held for staff/board members of ABC Iceland.

7. Consultations in the field

The Evaluator will work closely with ABC Iceland and ABC Kenya while planning the trip to Kenya and drafting the programme for the field visit.

8. Reporting

After the field visit to Kenya and collection of all data the evaluator will write a final report. While the report is in a draft form, ABC Iceland and ABC Kenya have the right to give feedback on the report before it is finalized. The report will be written in English so it will benefit all stakeholders.

2. Appendix 2 - Evaluation Schedule

Field Visit Schedule

Date	Time	Activities	Comment
10th May 2014	8am-1pm	Flight to KEF-London.	
	8pm	Flight LON-Nairobi	
11th May 2014	6am	Arrival Nairobi.	
	2pm	Meeting with the Directors of ABC Kenya.	Operations and projects of ABC Kenya.
12th May 2014	9am – 2pm	Meeting with all Head of Departments of ABC Kenya.	Description of duties and responsibilities of staff.
	2-6pm	Site Visit to ABC School and Home.	Site visit of construction work, school and home. Focus Group Discussions with pupils, both day scholars and boarders. All ages and both sexes.
13th May 2014	9am	Meeting with construction team.	Construction work procedures and setup of monitoring team.
	12pm-7pm	Meeting with a former ABC student	Experience at ABC and life after ABC.
		Visiting slums	Visited community leader in Mathare. Home of a single mother who sends her girl to ABC. Home of a mother whose son attended ABC and is now in university. Rescue mission in Mlango Kubwa near Eastleigh, 3 street boys were rescued.
8pm-9pm	Prayers at ABC home		
14th May 2014	9am-5pm	Site visits. Visiting different slums and homes and families of ABC Children with social workers	Visited both day scholars and boarders homes and their families.
15th May 2014	8am – 2pm	Travel to Loitoktok	

	2pm – 6pm	Site visit to ABC School in Loitokitok	Performance by Pupils. Focus Group Discussions with Parents and School Committee members.
16th May 2014	9am-3pm	Visit ABC School in Loitokitok	Focus Group Discussions with pupils both girls and boys together and separately. Focus Group Discussions with Teachers.
	3pm-5pm		Meeting with the Chief of Namekok. Meeting with the police in Loitokitok.
17th May 2014	10-11.30am	Visit a mother of a pupil that was rescued by ABC.	Discussions.
	11.30am-1.30pm	Visit a teacher in Inkisanjani that rescues girls and works in cooperation with ABC.	Discussions.
	1.30-6pm	Travel to Nairobi.	
18th May 2014			
19th May 2014	9am	Visit ABC office.	Discussions with administrator and accountant.
	11am	Kasarani District Office	Meeting with Joyce Kariuki, Children Officer.
	1pm – 7pm	Visit ABC School and Home in Nairobi	Focus group discussions with Teachers. Focus group discussions with Caretakers.
	7-9pm	Debriefing	Performance by pupils. Debriefing with directors.
	9pm	Airport	Flight to London.
20th May 2014	1pm-3pm	Heathrow London	Flight to Iceland.

3. Appendix 3 - List of People Interviewed

Nr.	Date	Name	Organization	Title	Location
1	2 May 2014	Guðrún Sveinsdóttir	ABC Iceland	CEO	Reykjavik
2	2 May 2014	Guðrún M. Pálsdóttir	ABC Iceland	Board Director	Reykjavik
3	11 May 2014	Pórunn Lusiru	ABC Kenya	Director	Nairobi
4	11 May 2014	Samuel Lusiru	ABC Kenya	Director	Nairobi
5	13 May 2014	Vincent Amadi		Former boarder ABC	Nairobi
6	13 May 2014	Siprosa Ananda		Community Leader in Mathare	Nairobi
7	14 May 2014	Vielina Karanja	ABC Kenya	Social Worker	Nairobi
8	14 May 2014	Maureen Omondi	ABC Kenya	Social Worker	Nairobi
9	16 May 2014	Daniel Ntausi	Government	Chief Namelok	Loitokitok
10	16 May 2014	Biberone Umazi	Police	Deputy Officer Commanding Station	Loitokitok
11	16 May 2014	Peninah Nguli	ABC Kenya	Project Coordinator	Loitokitok
12	16 May 2014	Michael Ouma	ABC Kenya	Project Coordinator	Loitokitok
13	17 May 2014	Lilian Ntapayia		Teacher/Rescuer	Inkisanjani
14	19 May	Doiline Onkware	ABC Kenya	Administrator	Nairobi
15	19 May	Immaculate Akinyi	ABC Kenya	Accountant	Nairobi
16	19 May	Joyce Kariuki	Kasarani District	District Children's Officer	Nairobi

Meeting with Head of Departments of ABC Kenya					
Nr.	Date	Name	Organization	Title	Location
1	12 May 2014	Samuel Njenga	ABC	Deputy Principal Secondary School	Nairobi
2	12 May 2014	Eravuna Wyclife	ABC	Deputy Head teacher Primary School	Nairobi
3	12 May 2014	Caleb Otieno Ongere	ABC	Head teacher	Nairobi
4	12 May 2014	Lilian Kiganga	ABC	Head of Caretaking/ Girls Department	Nairobi
5	12 May 2014	Michael Ouma	ABC	PR, Store Manager/ Shift Coordinator	Nairobi
6	12 May 2014	Julius Arua Ojombi	ABC	Head of Security	Nairobi

7	12 May 2014	Abraham Ngugi	ABC	Head of Caretaking/Boys Department	Nairobi
8	12 May 2014	Martin Mwachi	ABC	Head of Transport Department	Nairobi
9	12 May 2014	Melkizedek Lukaria	ABC	Patron, Boarding Master	Nairobi
10	12 May 2014	Hellen Atolwa	ABC	Head of Academics	Nairobi
11	12 May 2014	Augustine Muteti Ruth	ABC	Head of Baby House	Nairobi
12	12 May 2014	Doiline Onkware	ABC	Administrator	Nairobi
13	12 May 2014	Vielina Karanja	ABC	Head of Social Work	Nairobi
14	12 May 2014	Samuel Lusiru	ABC	Director	Nairobi
15	12 May 2014	Pórunn Lusiru	ABC	Director	Nairobi

Meeting with Construction Team					
Nr.	Date	Name	Organization	Title	Location
1	13 May 2014	Daniel Mutua Mutemi	Tochano Ltd.	Supervisor	Nairobi
2	13 May 2014	Alfred Jumba Ndenga		Foreman	Nairobi
3	13 May 2014	Immaculate Akinyi	ABC	Accountant	Nairobi
4	13 May 2014	Doiline Onkwaro	ABC	Administrator	Nairobi
5	13 May 2014	Samuel Lusiru	ABC	Director	Nairobi
6	13 May 2014	Pórunn Lusiru	ABC	Director	Nairobi
7	13 May 2014	Fredrick Dongarlua	Tochano Ltd.	Coordination	Nairobi

Focus Group Discussions					
Nr.	Date	Number	Who		Location
1	12 May 2014	25	Pupils at ABC Nairobi, day scholars and boarders in Standard 1-8 and Form 1-3		Nairobi
2	15 May 2014	40	Parents and school committee members at ABC Loitokitok		Loitokitok
3	16 May 2014	25	Boys and girls attending ABC Loitokitok		Loitokitok
4	16 May 2014	30	Girls attending ABC Loitokitok		Loitokitok
5	16 May 2014	30	Boys attending ABC Loitokitok		Loitokitok
6	16 May 2014	10	Teachers at ABC Loitokitok		Loitokitok
7	19 May 2014	25	Teachers at ABC Nairobi		Nairobi
8	19 May 2014	10	Caretakers at ABC Nairobi		Nairobi

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