



**Brighter  
Communities**

Worldwide

CREATING BETTER FUTURES

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## INVITATION TO TENDER

### Final Evaluation of “*Transformed Communities, Brighter Futures*” Project funded by Irish Aid

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#### 1. Introduction

Brighter Communities Worldwide (BCW) is seeking the services of an experienced consultant to undertake the final evaluation of the Irish Aid-funded ‘Healthier Communities, Brighter Futures’ project. The evaluation is scheduled to take place over the period May-September 2024; with final report due by 18 October.

Separately, another consultancy tender is being advertised seeking support to facilitate development of a new Strategic Plan for Brighter Communities Worldwide over the same period. In light of the considerable overlap with respect to both consultancies – which will entail interviews with many of the same partners, stakeholders, staff and Board members, and travel to the same project implementation sites – it will be expected that both consultants can work closely together to maximise efficiencies and synergies and in order to reduce logistics costs. For those who wish to apply for both consultancies, tender proposals should clearly set out how the consultant will approach both pieces of work in tandem with respect to the methodology and budget.

#### 2. About Brighter Communities Worldwide

Brighter Communities Worldwide (BCW) is an NGO with a wealth of experience creating sustainable communities in East Africa.

Founded as Friends of Londiani in 2002, our model creates an enabling environment for communities to realise change. We work in partnership to deliver projects that ensure:

- Access to good, affordable health care
- Education to help people find a job and be able to articulate their needs
- An income to sustain a family
- Healthier lives with a supply of clean water and better facilities

We are an organisation built on integrity, passion and togetherness, working to support the achievement of the Global Goals.

Our mission is to work in partnership with communities, to deliver programmes that enrich their lives and help create better futures for them and their families. Our programme areas include health, education and economic empowerment. Our current Strategic Plan (2019 – 2024) ([link](#)) sets out sets four main goals:

1. Implement holistic, impactful programmes that contribute to the Global Development Agenda and the Sustainable Development Goals (SDGs).
2. Build Effective Strategic Relationships
3. Strengthen Organisational Capacity
4. Ensure strong governance

**Directors** Linden Edgell, Andrew Bird, Catherine Donohoe, Roisin O Neill, Mark Cumming, Carole Barry Kinsella, Lisa Doherty, Tom Gilligan  
**CEO** Martin Ballantyne

Charity Registration Number: CHY16505 • Charity Regulatory Authority Number: CRA 20059583

### 3. Background

“*Transformed Communities, Brighter Futures*” is a three-year project funded by Irish Aid, which began on the 1st October 2021 and will end on the 30<sup>th</sup> September 2024.

The overall aim of this project is for women and girls to reach their full potential leading healthier, more resilient and productive lives through a transformative community approach.

The project has three main outcomes:

1. Community members especially women and girls will have better health outcomes
2. Healthier and safer school learning environments for students and teachers.
3. Empowered equitable communities who have the ability to bring about positive change.

The project has a number of objectives:

1. Community members particularly women and girls will have access to a strengthened and more effective and equitable healthcare system.
2. Increased resilience of community members, especially women and girls, through improved health and hygiene knowledge and practices
3. Increased number of boys and girls attending school in healthy and safe environments.
4. Girls and boys have increased access to education on sexual reproductive health and rights (SRHR).
5. Improved standard of living across households.
6. Communities will be proactive in addressing inequality and have zero tolerance to violence – particularly against women and girls.

### 4. Purpose and objectives of the evaluation

The overall purpose of the assignment is to undertake a final external evaluation of the project since 1st October 2021 and to provide recommendations to guide Brighter Communities Worldwide in development of further similar initiatives in similar contexts and to inform the new Strategic Plan (2025-2029).

The key focus of this evaluation is to fully review and assess the methodologies adopted, the results achieved by the project during the period of implementation, as well as its impact and sustainability and to evaluate how it has contributed to the priorities and commitments in *A Better World*, Ireland’s Policy for International Development. Recommendations and findings from the final evaluation will serve to support the planning and design of future projects.

The evaluation is expected to address the following strategic objectives:

1. To assess the level of achievement towards expected project outcomes as set out in the project proposal and results framework.
2. To assess how effectively the policies, systems and approaches outlined in the project application are being applied at field level. This includes systems of governance and oversight, financial management, human resource management and safeguarding procedures.
3. To assess the evolution of the project over time, with specific reference to how longer-term impact will be achieved through project activities.
4. To assess how effectively the project has adapted to the changing context and external shocks, while still contributing to the project outcomes.
5. To determine whether the activities brought about the change anticipated at the outset of the project.
6. To examine which factors are proving critical in making change happen.
7. To generate learning that can benefit Brighter Communities Worldwide as it continues to implement projects with a similar focus, including other Irish Aid-funded activities.
8. To assess the alignment of the project with Brighter Communities Worldwide’s current Strategic Plan (particularly the programme elements) and inform development of the next Strategic Plan.

The external evaluation aims at getting critical analysis of the project life cycle and approach/methodology. It will therefore analyse the strengths, weaknesses, opportunities, constraints and lessons learnt of the project.

The consultant will be expected to:

- Evaluate the relevance of the project, compared to project objective and assessed needs;
- Evaluate the effectiveness of the project activities carried out;
- Evaluate the efficiency in the utilisation of the resources availed by the donor;
- Evaluate the coherence of the project;
- Evaluate the impact of the project in the catchment area;
- Evaluate the sustainability of the project;
- Evaluate lessons learnt and best practices, to be capitalised and replicated elsewhere.

## 5. Evaluation Criteria

The final evaluation aims to determine whether the activities brought the change anticipated at the outset of the project. It also aims to examine which factors are proving critical in making change happen. To this end, the Final Evaluation will be required to answer some general guiding questions related to the implementation strategy of the project, such as:

- What is the impact of the project, what difference has the project made to people's lives?
- How effective were the project methodologies to support change, what has worked well/not well?
- What obstacles have affected the project implementation and how has the organisation reacted to mitigate possible unintended effects?
- Was the project implementation adherent to designed project logic (results framework etc.)
- What learning should Brighter Communities Worldwide consider for future projects?
- What impact did COVID-19 have on the project and how did Brighter Communities Worldwide adapt its activities, ways of work, strategies to meet the changing and emerging needs during this time?

The evaluation should be based on the following criteria:

Relevance	
How relevant was the project?	<ul style="list-style-type: none"> <li>• How appropriate have the project objectives been?</li> <li>• Have the project activities been the best way to achieve the objectives? If not, which could have been the alternative options?</li> <li>• Was the project able to respond to the needs of the target groups including how these needs evolved over time?</li> <li>• Were key stakeholders involved in the design and implementation process?</li> <li>• Have the project's objectives and outcomes been clear, practical and feasible within its time frame?</li> </ul>
Effectiveness	
How well has the project achieved its planned results during this time?	<ul style="list-style-type: none"> <li>• What extent of the expected results has been achieved? What is the quality of the results/services available?</li> <li>• If any, which changes in the social and health behaviour of target populations have been achieved by the project;</li> <li>• Are all planned target groups accessing/using project results?</li> <li>• To what extent has the project adapted to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups?</li> <li>• If any unplanned negative effective on target groups occurred, to what extent did the project management take appropriate measures;</li> <li>• Are the activities carried out timely and effectively?</li> <li>• Were the activities practiced on good principles and ethically;</li> <li>• How the project reacted to external factors?</li> <li>• How COVID-19 impacted the project?</li> <li>• How did the project react to the COVID-19 pandemic?</li> </ul>

	<ul style="list-style-type: none"> <li>• How the project fits within the BCW overall strategy?</li> <li>• How the project outcomes contribute to Irish Aid’s policy goals as set out in “A Better World”; particularly in relation to gender equality and climate action.</li> </ul>
<b>Efficiency</b>	
How well is the availability/usage of means/inputs managed?	<ul style="list-style-type: none"> <li>• How have the resources and budget been used?</li> <li>• Had the project the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?</li> <li>• To what degree have been inputs provided / available on time to implement activities from all parties involved?</li> <li>• Have project resources been managed in a transparent and accountable manner in line with Irish Aid requirements?</li> <li>• How are the monitoring tools?</li> </ul>
<b>Coherence</b>	
How compatible is the project with global and local interventions.	<ul style="list-style-type: none"> <li>• Has the project overall and specific objectives consistent with, and supportive of Kenyan Government policies?</li> <li>• To what extent did the project support the achievement of the Sustainable Development Goals?</li> <li>• How do the project’s overall and specific objectives align with “A Better World”, the Irish Government’s Policy for International Development Irish Aid’s development policy (Link)</li> <li>• Does the project align with Brighter Communities Worldwide’s Strategic Plan?</li> </ul>
<b>Impact</b>	
What are the direct impacts of the project at outcome level?	<ul style="list-style-type: none"> <li>• What evidence is there that the project has had an impact and in which outputs when compared to the original needs analysis as set out in the funding application?</li> <li>• To what extent is it likely that the desired practice change will lead to improvement across the project implementation area?</li> <li>• Is there evidence of reaching the furthest behind in the communities supported?</li> <li>• What were the threats? How have these been addressed? Could these have been addressed in a different way?</li> <li>• Which population is impacted by the project (wider or narrower than expected? similar or different from the expected one in terms of composition?)</li> <li>• If non-expected impacts have occurred (if so, which ones?)</li> <li>• If inequalities in access to health are being tackled and gender inequality more broadly.</li> </ul>
To what extent does the project have any indirect positive and/or negative impacts?	<ul style="list-style-type: none"> <li>• Have there been any unplanned positive impacts on the planned target groups or other non-targeted communities arising from the project? How did this affect the impact.</li> </ul>
<b>Sustainability</b>	
What is the level of ownership of the project by target groups and will it continue after the end of external support?	<ul style="list-style-type: none"> <li>• How far the project is embedded in local structures?</li> <li>• What is the likelihood that target groups will continue to make use of relevant results?</li> <li>• What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?</li> <li>• Are there any social or political risks that may jeopardise the sustainability of the project outcomes?</li> <li>• Is there evidence of an integrated approach to building resilience within the communities supported; particularly the hardest to reach?</li> </ul>
What is the level of policy support provided and the degree of interaction between project and policy level?	<ul style="list-style-type: none"> <li>• Is there sufficient public/stakeholder awareness in support of the long term objectives of the project?</li> <li>• Are there any obstacles hindering project sustainability?</li> </ul>

How well is the project contributing to institutional and management capacity?	<ul style="list-style-type: none"> <li>• How far is the project embedded in institutional structures that are likely to survive beyond the life of the project?</li> <li>• Are project partners being properly developed (technically, financially and managerially) for continuing to deliver the project's benefits/services?</li> <li>• Is there evidence of strengthened governance in the institutions supported?</li> </ul>
<b>Lessons Learnt &amp; Best Practice</b>	
	<ul style="list-style-type: none"> <li>• What are the best practices and lessons to be learned from the project implementation?</li> <li>• What should have been done differently? What could be improved for similar projects in similar contexts?</li> <li>• How did the context and local dynamics influence the implementation of the community activities?</li> <li>• What recommendations could be given to boost the action and the results in similar contexts in the future?</li> </ul>

The Consultant(s) is free to identify additional questions for the completion of the assignment.

## 6. Expected Outputs

### Inception Report

In line with the overall brief, this report will outline a detailed, finalised methodology (including an evaluation framework), as well as a work-plan, suggested approach, data collection tools and timeline. This report will be developed in consultation with Brighter Communities Worldwide. A draft report should be developed first, and feedback incorporated, before the final Inception Report is submitted. The Inception report should be around 8 – 10 pages excluding annexes.

### Draft Evaluation Report

High-quality draft evaluation report along with the synthesis of data gathered, and an abstract of the interviews conducted highlighting key commentary on the evaluation questions and any pictures collected during the evaluation.

### Final Evaluation Report

Final high-quality evaluation report along with outline of data gathering tools used and synthesis of data gathered, significant abstract of interviews highlighting the most important findings of the evaluation, along with pictures collected during the evaluation

### Raw Data

Soft copy of raw data, as collected during the field visits.

*All documents must be provided in soft copy in English.*

## 7. Users of the evaluation report

Main users of the evaluation will be:

- Brighter Communities Worldwide and its partners
- Irish Aid

## 8. Timeframe

It is expected that the preferred tender will be selected by 19 April 2024 with contracts issued by 30 April 2024.

Phase	Timeframe	Activity focus (as per expected deliverables)
<b>Phase One:</b> Inception	To be completed by end-May	Includes inception meetings, and first scan of strategic and project documents. The Inception Report submitted at the end of this phase will finalise agreed effectiveness criteria, methodology and assessment framework, data collection tools and stakeholder engagement schedule, with provisional agreed dates for Phase Three.
<b>Phase Two:</b> Desk study	To be completed by end-June	Review of key documents and establishment of key objectives to be verified.
<b>Phase Three:</b> Stakeholder Engagement/ Field Visit	To be completed by end-July	The consultant(s) will carry out key informant interviews and focus group discussions with the key project stakeholders in Kericho County. A feedback meeting will be held with Brighter Communities Worldwide on completion of the engagement where draft findings will be presented by the consultant (s) and discussed.
<b>Phase Four:</b> Analysis and reporting	To be completed by end-August	Analysis will combine the insights from the desk study, stakeholder engagement, and additional data collection. A draft Evaluation Report will be produced and submitted for comment to Brighter Communities Worldwide.
<b>Phase Five:</b> Report Finalisation	To be completed by 18 October	Brighter Communities Worldwide will provide feedback to the consultant(s) on the draft report. The consultant (s) will finalise the evaluation report and submit to Brighter Communities Worldwide.

## 9. Support from Brighter Communities Worldwide

Brighter Communities Worldwide will provide all relevant documentation for the evaluation, including strategy and policy documents, as well as relevant project documentation and reports.

Brighter Communities Worldwide will provide all logistical support (transport and accommodation in Kericho County) to the Consultant(s) during the stakeholder engagement process.

## 10. Tender Outline and Assessment Criteria

Tender proposals will not exceed 12 pages (excluding annexes) and should be structured according to the following assessment criteria:

### Evidence of relevant expertise (Max. 10 Marks)

- Methodological expertise;
- Experience in project cycle management;
- Contextual understanding of development programming, particularly rural community development in the Eastern Africa region;
- Excellent written and spoken English (with local language skills a plus); and
- Provision of a full curriculum vitae for every member of the proposed evaluation team.

### Evaluator's experience conducting evaluations of a similar scale and type (Max. 10 Marks)

- Experience conducting similar project evaluations; and
- Two references from previous clients for similar work.

### Demonstrated understanding of the brief (Max. 20 Marks)

- The tender proposal, overall, must demonstrate a detailed understanding of what a final project evaluation is; the process envisaged, Irish Aid's grant evaluation requirements as well as Brighter Communities Worldwide's expectations and intended use of deliverables.



### **Quality of proposed methodology (Max. 20 Marks)**

- Robustness of proposed methodology and data collection techniques;
- Feasibility of the given timeframe; and
- Meaningful participation by key stakeholders.

### **Clarity and feasibility of proposed plan for the evaluation process (Max. 20 Marks)**

- The tender proposal should include a detailed, phased work-plan with milestones – to include stakeholder engagement – with key dates and a timeline for completion of all tasks.

### **Proposed number of consultancy days and value for money (Max. 20 Marks)**

- The fee proposal submitted shall be in the form of a lump sum in Euro, inclusive of VAT and all expenses, with a detailed breakdown of consultancy time. This should outline the cost per day and number of days required for each task, as well as the amount of hours/days each member will contribute to each task.

### **Proposals should also include:**

- Name and contact details of individual/organisation submitting the tender;
- Identification of lead person carrying overall responsibility for the work;
- Confirmation of acceptance of the conditions described in the invitation to tender;
- Confirmation that the consultant is tax compliant;
- Any further information that the tenderer deems relevant.

## **11. Required Qualifications/Expertise**

The individual or team should have the following specific experiences and qualification:

- In depth understanding of community development in Kenya.
- At least 3-5 years of experience in the development sector.
- Demonstrated experience in conducting project evaluations for development and humanitarian projects (minimum 5 evaluations of NGO projects in Sub-Saharan countries).
- Experience in conducting qualitative and quantitative research.
- Advanced degree in social sciences or public health or a related field.
- Excellent reporting and communication skills.
- Demonstrated capacity to engage with stakeholders at national and local level.
- Proficiency in English required (written and oral). Knowledge of Swahili desirable.
- Working experience in Kenya required and in Kericho County desirable.

## **12. Terms**

### **Budget**

Total budget, including fees, VAT and all other expenses incurred by the consultant (s) is to be in the range of €10,000 - €12,000. Brighter Communities Worldwide will facilitate flights to Kenya (where necessary) plus in-country accommodation, transport and logistical expenses. The overall fee will be paid on a phased basis, as follows:

- 30% of the total shall be paid upon signing of the contractual agreement;
- 30% of total payment shall be paid upon submission of first draft report; and
- The remaining 40% shall be paid after BCW approval of the final report.

Once a fee has been agreed in Euro, no account will be taken of subsequent currency fluctuations.

## **Freedom of Information Regarding Tenders**

Brighter Communities Worldwide operates under the Irish Government's Freedom of Information Act 1997 and all information held in relation to this tendering process (including queries and proposals submitted in response to this brief) may be subject to requests under the Act.

## **Copyright and Ownership**

Copyright and ownership of all documentation relating to this evaluation must be assigned to Brighter Communities Worldwide. All documents produced by the successful tenderer in connection with this appointment and submitted to Brighter Communities Worldwide will be considered the property of Brighter Communities Worldwide and may be used by us at any time, including for other projects, without prior approval.

## **Insurance and Tax**

A copy of a valid, current Tax Clearance Certificate will be required prior to formal appointment of the successful tenderer and all matters in relation to insurance and tax affairs will be the successful tenderer's responsibility. Also, as noted earlier, all fees and costs outlined in the proposal must be inclusive of VAT.

## **Safeguarding**

The consultant(s) will be expected to adhere to Brighter Communities Worldwide Child and Vulnerable Adult Safeguarding Policies. Copies of these policies will be provided to the successful consultant.

## **Governance and Accountability**

The consultant(s) will report directly to the CEO in Brighter Communities Worldwide, who may delegate as appropriate. This will be in line with a regular timetable for contact to be agreed during Phase 1. The consultant(s) will also work with other relevant Brighter Communities Worldwide staff where necessary.

## **13. Tendering Procedure and Timeframe**

Preliminary indication of an intention to submit a tender proposal should be made by email to [tenders@brightercommunities.org](mailto:tenders@brightercommunities.org)

Tender proposals will not exceed 12 pages in length, excluding appendices, if relevant, and will form part of the Terms of Reference in addition to this invitation to tender document.

Tender proposals must be submitted by email to Martin Ballantyne, CEO, at [tenders@brightercommunities.org](mailto:tenders@brightercommunities.org) no later than **5pm GMT on 5 April 2024**.

Request for clarification can be submitted in writing to the email address mentioned above.