






Best Submission
in the 2023 Competition
and
Judges' Comments

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November 4th, 2023

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To Whom It May Concern,

After becoming aware of the innovative and impactful programming being undertaken by **Clean Start Africa**, our team has noted there may be limited evaluation of your programs. Since evaluation brings significant value to program development and refinement, capacity building, and the ability to share successes with external stakeholders – allow us to introduce you to PRISM Consulting, an internationally-renowned evaluation consulting firm and research centre. As a prism reflects and refracts the light that passes through it, we are dedicated to evaluating the full spectrum of your program's opportunities, challenges, and potential. We achieve this through scientific research methods, reflective practices, and systematic thinking, focusing on the big picture to small details. We are a passionate team of evaluators and researchers rooted in evidence-based practice and culturally sensitive approaches. To assist you in further enhancing your success, expanding your reach and building evaluation capacity within Clean Start Africa, we have developed a tailored evaluation proposal for the **Circles of Healing Program**.

Enclosed you will find a comprehensive evaluation plan for the Circles of Healing program including a situational analysis, a description of the type and scope of the proposed evaluation, a rationale and selection of data collection methods, an analysis plan, and an assessment of possible challenges that may be encountered, accompanied by mitigation strategies. To further describe Clean Start Africa's programming, a logic model outlining and linking program inputs, activities, and outcomes is included, as well as an evaluation matrix describing the key questions for the proposed evaluation.

Our consultants have expertise in all aspects of designing and conducting evaluations within various contexts, engaging in community-based participatory evaluation and capacity building, and using innovative methodologies tailored to local contexts throughout our research. We are confident we can deliver a rigorous, relevant, and feasible evaluation plan providing program clarity informed by evaluation theory and local contextual knowledge. We prioritize practical and actionable solutions aligned with program partners' needs.

Please contact us should you have any question or clarifications regarding this proposal. We want to emphasize this proposal remains open to changes and we invite any suggestions to ensure that the evaluation aligns with the requirements of the Circles of Healing program. We welcome collaboration with you to determine how to make an evaluation most useful and impactful to suit your interests and goals. Our team is dedicated to an ongoing, collaborative approach, and we're enthusiastic about actively participating in the meaningful efforts your organization undertakes daily to benefit formerly and currently imprisoned women and their children in Kenya.

Warm regards,

PRISM Consulting Executive Team



Evaluation of Clean Start Africa's Circles of Healing Program

Evaluation Proposal

Prepared by:



Prepared for:



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Prepared on:

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TABLE OF CONTENTS

1.0	Situational Analysis	1
	1.1 Contextual Overview	1
	1.2 Organization Overview	1
	1.3 Program Overview	2
	1.4 Stakeholder Overview	2
	1.5 Evaluation Purpose	3
	1.6 Why Evaluate?	3
2.0	Logic Model and Logic Model Narrative	3
	2.1 Logic Model	3
	2.2 Logic Model Narrative & Theory of Change	3
3.0	Evaluation Approach and Methods	4
	3.1 Evaluation Design	4
	3.2 Stakeholder Engagement	5
	3.3 Ethical Considerations	5
	3.4 Assumptions	5
	3.5 Evaluation Matrix	6
	3.6 Data Collection Methods	6
	3.7 Data Analysis	7
4.0	Dissemination of Evaluation Findings	7
5.0	Assessment of Challenges and Mitigation Strategies	8
6.0	Consulting Time	9
7.0	Concluding Remarks	9
Appendix A	Program Logic Model	11
Appendix B	Program Evaluation Matrix	12



1.0 Situational Analysis

1.1 Contextual Overview

Kenya, officially known as the Republic of Kenya (Jamhuri ya Kenya in Swahili), is a Global South country located in East Africa (Global Partners International Team, 2023). It is characterized by its cultural and linguistic diversity, boasting more than 70 unique ethnic groups and a variety of languages, with English and Swahili being the official languages. As per the 2021 Global Gender Gap Report, Kenya ranked 95 out of 156 countries, highlighting the distinct disparities faced by women and girls, especially when considering factors related to health, education, economy and politics (Crotti et al., 2022). The COVID-19 pandemic exacerbated existing inequalities between men and women across domains.

Due to these social inequities, an increasing number of Kenyan women are engaging in petty crimes like public intoxication, littering, loitering with intent to commit prostitution, child neglect, hawking, and obtaining money by false pretences, among others (Wayonyi, 2022). In some instances, a history of abuse and living in urban areas may increase the likelihood of criminal activity among some women. According to National Council on Administration of Justice, female offenders made up 13% of the total prison population in 2020 (Wayonyi, 2022).

Despite these rising incarceration rates, women who are imprisoned face significant social and economic challenges (Wayonyi, 2022). Predominantly hailing from low-income backgrounds, they struggle with obtaining legal assistance, covering fines, or affording bail (Wayonyi, 2022). Furthermore, a significant proportion, being illiterate or having limited literacy, lack awareness of their legal entitlements. Moreover, many of these women, often from disrupted family environments and without adequate social support, face heightened obstacles in dealing with the complexities of the legal system. Despite, 90% of women in prison are the primary caregivers and economic providers for their families, but the judicial system does not sufficiently address gender-specific needs (Clean Start, 2022a).

1.2 Organization Overview

To break the poverty-petty, crimes-incarceration cycle and address the substantial challenges that women face when reintegrating into society after imprisonment, Clean Start Africa (henceforth Clean Start) provides essential economic opportunities and upholds their dignity (Clean Start, 2023a). Clean Start, which was registered as a social enterprise in 2015, aims to create second chances by bridging the gap between imprisonment and community reintegration, ensuring that women and children exiting the criminal justice system are successfully reintegrated and provided with new opportunities for a fresh start. As of 2021, Clean Start has been providing support to imprisoned and formerly imprisoned women in nine counties across Kenya: Langata, Thika, Machakos, Nyeri, Muranga, Busia, Embu, Meru, Busia (Clean Start, 2023a).

Clean Start runs five key programs aimed at supporting women and children affected by imprisonment: 1) *Circles of Healing* for psychological support and reintegration, 2) *Tables of Support* for economic empowerment, 3) *Children of Incarcerated Mothers* for advocacy and support, 4) *Girls in Juvenile Justice* for rehabilitation and education, and 5) the *Coalition of Formerly Imprisoned Women* for policy reform and reintegration. The goal is to facilitate successful reentry into society, empower them through economic and educational opportunities, and advocate for systemic change within the criminal justice system (Clean Start, 2023a).



1.3 Program Overview

Circles of Healing (COH) is a transformative and innovative program designed by Clean Start to support and rehabilitate imprisoned and formerly imprisoned women who face a variety of challenges upon their release, including pain and outrage, stigma, isolation, and barriers to education and employment (Clean Start, 2022b, 2023b). COH achieves successful reintegration by reconciling participants with themselves, their families, and the wider community through safe, peer-led spaces that promote psycho-social support and trauma healing. In the wake of COVID-19, the program had to pivot, innovating its approach to maintain contact with beneficiaries. This shift included the adoption of technology to conduct virtual and phone-based catch-up and training sessions, ensuring continuous support (Clean Start, 2022b).

Guiding this transformative experience is the program's unique Ufunuo (Swahili for *revelation*) curriculum, which takes participants on a journey of self-discovery and self-healing with the intention of restoring their dignity and wellbeing (Clean Start, 2023b). The five-week program which is offered virtually (access to a private room with a laptop and secure internet connection) and in-person, offers trainees trauma-healing and psychosocial support. The COH program also offered mentorship to women who graduated from the Ufunuo program to empower graduates in prison to become leaders and mentors to their peers. In addition, women can also partake in Chapters, social peer-led groups that provide a safe healing space. Chapters enables women to build resilience, connections and reconciliation that results in effective transition, reintegration, and psychological well-being (Clean Start, 2023b).

1.4 Stakeholder Overview

In the Stakeholder Onion diagram (Figure 1), we identified several stakeholders who have a vested interest in Clean Start, the programs offered, and evaluation findings. Stakeholders have been organized into 3 groups: primary, secondary, and tertiary. While we present the stakeholders involved, we do not indicate the relationship between stakeholders within each circle. An evaluation advisory committee (described in Section 3.2) comprised of interested and available members from the internal stakeholder group (i.e., core and involved stakeholders) will be formed to increase participation in the evaluation process, ensure transparency, and foster relations and collaboration with key stakeholders.

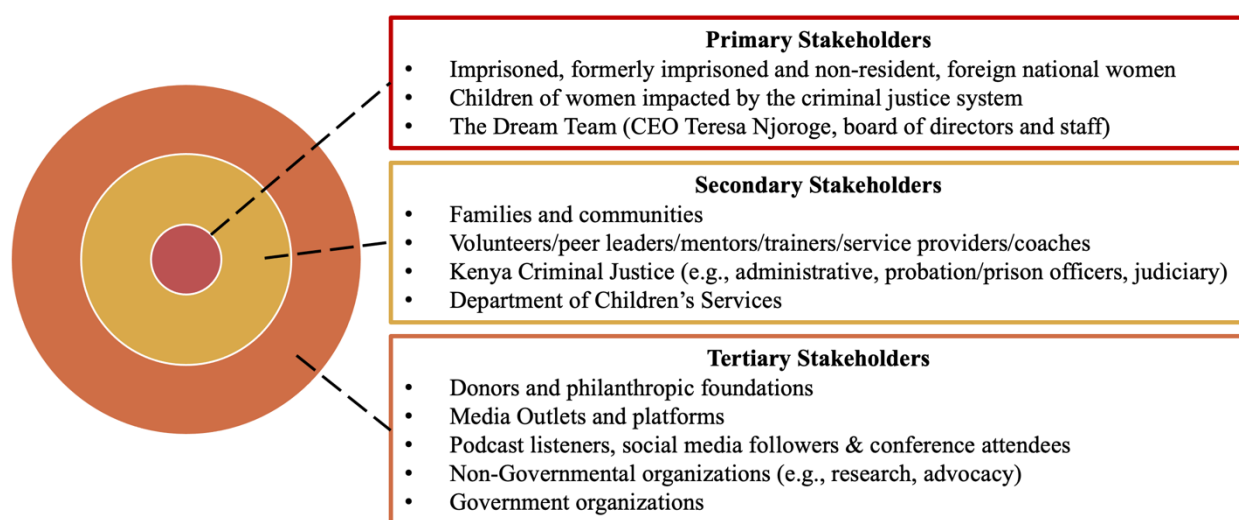


Figure 1: Key Stakeholder Diagram



1.5 Evaluation Purpose

We envision an evaluation of the COH program that is reflective and produces valuable learnings for Clean Start to improve, scale, and sustain this program. Evaluation questions have been drawn from the Organisation for Economic Co-Operation and Development evaluation criteria (Organisation for Economic Co-operation and Development, 2018) with emphasis on the criteria of relevance and effectiveness. We have embedded process-related evaluation questions to equally value the outcomes and the process within this evaluation (United Nations Evaluation Group, 2014). The **key questions** addressed in the proposed evaluation are:

1. How comprehensively are activities of the COH program addressing the needs, priorities, and rights of imprisoned and formerly imprisoned women in Kenya?
2. How well are activities of the COH program being implemented within and outside of prisons?
3. To what extent has progress been made towards the COH program objective of fostering successful reintegration by reconciling imprisoned and formerly imprisoned women with herself, her family, and the community?

1.6 Why Evaluate?

The benefit of conducting a systematic focused program evaluation for an organization such as Clean Start, which already has an ongoing monitoring system, is multifold. First, it allows for a deeper understanding of the organization and the programs it offers. Specifically, evaluation answers fundamental questions such as the success of your programs in achieving intended objectives and impacted program participants and providing information on implementation that is crucial in learning and refining strategies. This can ultimately improve outcomes for imprisoned and formerly imprisoned women through your program (Dighe & Sarode, 2021). When done right, evaluation can also build organizational capacity for further evaluation (Dighe & Sarode, 2021). Furthermore, the insights gained from such an evaluation have the potential to broaden the organization's network of support and collaborations, attracting both committed and potential investors who are drawn to the measurable outcomes of your initiatives. This proposal acknowledges that Clean Start's work to restore dignity and hope for successful reintegration of incarcerated women and their children to society is leading to meaningful change among the people and communities that it serves. We recognize the relevant UN Sustainable Development Goals that Clean Start strives to achieve through their programming including no poverty, gender equality, reduced inequalities, and peace, justice, and strong institutions in Kenya.

2.0 Logic Model and Logic Model Narrative

2.1 Logic Model

Please see **Appendix A** for the proposed program logic model developed to describe **Clean Start's** programming and underlying assumptions for program success.

2.2 Logic Model Narrative

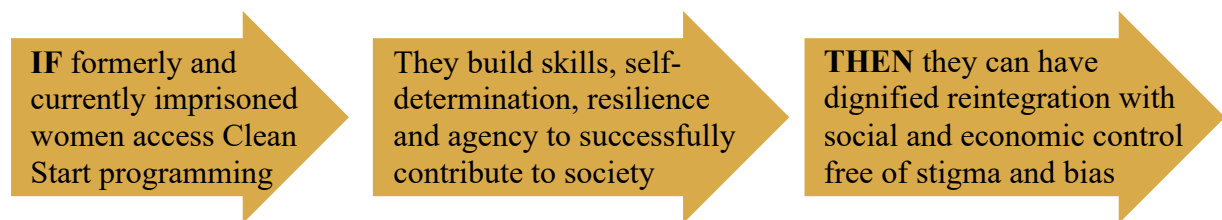
Clean Start's programming logic model visually and systematically depicts the flow of the program's necessary resources to accomplish specific activities producing numerous outputs, which ultimately leads to the realization of various intended outcomes (Cooksy et al., 2001). The logic model serves as a graphical representation of the program that can be used for program planning, monitoring, evaluation and as a communication tool. Arrows in the



logic model demonstrate causal linkages and the sequence of events from resources through to outcomes, which outline what the program aims to achieve (Alter & Murty et al., 1997).

Further, the proposed logic model acknowledges assumptions required for successful program implementation, along with risks and external factors that have the potential to impact causal linkages between components. The program has several underlying assumptions that formerly and currently imprisoned women will be receptive and engaged with the programming for knowledge change to become behaviour change, that governments will be accepting of the movement and open to collaboration, and lastly that the technology and related skills required for implementation are sufficient.

The logic model presented is based on the Prism Consulting team's understanding of the Clean Start's context and priorities. We recommend a contribution analysis be solidified in the future, in addition to the established Theory of Change exhibited below, to fully understand the effect of the program on all relevant stakeholders and participants. The logic model is a snapshot of Clean Start at this point in time and is designed to be an iterative tool subject to revision as program components evolve. Prior to completion of the logic model, we expect to have a review session with stakeholders to capture the broad range of perspectives and ensure the model is harmonious with Clean Start's vision and intended outcomes.



3.0 Evaluation Approach and Methods

3.1 Evaluation Design

For the COH program, Prism Consulting proposes to undertake an evaluation involving components of both process and outcome evaluation. This evaluation will assess progress in achieving the program objectives, as well as formative learnings to help inform program refinement (Centres for Disease Control and Prevention, n.d., Saunders et al., 2005).

We will employ a participatory evaluation approach partnering with Clean Start staff, program participants and partners (Zukoski & Luluquisen, 2002). This approach will also help to ensure that the evaluation is well-situated in the program (Dighe & Sarode, 2022). This approach is reflective, empowers those involved to be engaged in the evaluation leading to self-determination, and builds the capacity of your organization as well as program beneficiaries in evaluation, resulting in sustained learning for Clean Start.

Further, we will draw from a feminist approach to evaluation focused on empowerment and social justice for women and girls (Podems & Negroustoueva, 2021). This approach is particularly useful when addressing inequities, such as those faced by imprisoned and formerly imprisoned women and girls. Our evaluation team will embed this approach throughout the evaluation process, including by engaging meaningfully with the program staff, participants, and communities, by valuing local and diverse knowledge, by building local capacity, and by being personally reflexive and open. We recognize and will account for the intersectionality of the different social and economic factors that impact the lives of women and girls, and their engagement and outcomes with the COH (Hankivsky, 2014). As an evaluation team, we will develop a positionality statement to help us consider our identities, and to reflect on potential biases and power relations in the project (Martin et al.,



2022). These approaches also align with Clean Start values of supporting resilience, self-drive, self-determination, and agency (Clean Start, 2019).

3.2 Stakeholder Engagement

In order to apply a participatory approach among local stakeholders, we recommend the creation of an evaluation advisory committee with key stakeholders such as COH program staff, the Clean Start Dream Team, COH participants, and partner representatives. We propose naming this the Dream-E team (a dream team for the evaluation). Dream-E will provide direction and feedback on the evaluation plan, data collection processes and tools, interpretation, and dissemination, based on their knowledge and experience. To support capacity building, training on evaluation would be integrated into the Dream-E workplan to support the empowerment of the members of Dream-E to participate in the process as fully as possible and to continue ongoing organizational evaluation (Patton, 2004). Further, Prism Consulting will hire and train ‘community evaluators’ from women who have completed the Ufunuo program to play an essential role collecting and analyzing data with imprisoned and formerly imprisoned women. This furthers the embedded evaluation capacity building for the organization and the community at large within this evaluation and provides economic opportunities and skill development for formerly imprisoned women.

3.3 Ethical Considerations

We are very mindful of the ethical considerations associated with conducting program evaluation in developing countries, especially when engaging with vulnerable rights-holders. In addition to the approaches outlined above, we employ the UN Evaluation Group Ethical Guidelines in our work (UNEG, 2014):

- **Obligations to participants** – respecting the communities and individuals involved.
- **Respect for dignity and diversity** – respecting the local cultural setting and diverse ways of knowing.
- **Right to self-determination** – ensuring participation is voluntary, meaningful consent is sought and risks are identified.
- **Fair representation** – barriers to participation are considered and representation is sought from those whose voices are not often heard.
- **Compliance with codes** – respecting all national and Clean Start ethical guidelines.
- **Redress** – providing options for concerns and complaints related to disadvantages experienced as a result of participating in the evaluation.
- **Confidentiality** – ensuring participants understand the protections and limits of confidentiality for the methods being employed and putting into place necessary safeguards to ensure confidentiality of sensitive information.
- **Avoidance of harm** – recognizing risks and barriers associated with participating and mitigate them.

3.4 Assumptions

Some assumptions guiding the preparation of this proposal include:

- Gender is a social construct and gender identity is that which an individual identifies for themselves (United Nations Evaluation Group, 2014).
- While the COH program has been implemented for several years, the program continues to evolve and incorporate new elements (e.g., Trainer of Trainers; Clean Start, 2022).
- While there has been a pilot of engaging in the COH Trainer of Trainers with male prisoners and guards and some sessions offered for prison officers (Clean Start, 2022),



this proposal is targeted specifically on services offered to imprisoned and formerly imprisoned women and girls.

3.5 Evaluation Matrix

Based on the key evaluation questions listed previously, further evaluation sub-questions have been identified. Please refer to **Appendix B** for a complete list along with indicators, data sources, and data collection methods for each question. Aligning with the participatory research approach proposed, all evaluation questions, indicators, data sources, and data methods would be reviewed by the Dream-E team to ensure cultural appropriateness, relevance, and utility for Clean Start. Additional evaluation questions regarding the program's longer-term impacts or sustainability may also be of interest to Clean Start. However, we have not included them in this proposal because we believe that, given our understanding of the program's rapid evolution, questions related to relevance and effectiveness are more suitable for the current development stage of COH.

3.6 Data Collection Methods

In our evaluation plan we propose the use of multiple types and sources of data and methods of data collection to respond to the evaluation questions. By integrating the data from different sources in this mixed-methods approach, we ensure comprehensiveness of the data for each question and allows for the triangulation of findings. Qualitative methods will provide depth and insights into the experiences of respondents and enrich the quantitative program data already being collected through monitoring by Clean Start.

Method #1: Document Review

The document review will be used to systematically analyze program documents and program records, providing a comprehensive understanding of program goals, objectives, and historical context, which is essential for evaluating program relevance and effectiveness (CDC, 2018). We propose the review of program documentation and intake information listed within the measures of success outlined in the organizational strategic plan (Clean Start, 2019).

Method #2: Focus Groups

We propose the use of in-person focus groups with imprisoned women who participate in COH to capture aspects of program relevance, implementation and effectiveness in a way that centers the lived experiences of imprisoned women. Focus groups will be facilitated by the formerly imprisoned women trained as community evaluators. We anticipate this will be an appropriate method with participants, given the use of the group sessions for coaching and mentoring as well as the use of a lived experience group in the Re-thinking the Bars work (Wayonyi, 2022).

Method #3: Narrative Interviews

Narrative interviews are proposed to further center and deeply understand the lived experiences of formerly incarcerated women (Anderson & Kirkpatrick, 2016). Through the narrative interview process, program participants will reflect upon their life stories before and after participating in the COH program. Narrative interviews will be facilitated by the trained community evaluators and will provide insights into the relevance and effectiveness of the program through the perspectives and understandings of COH participants.

We propose working with the community evaluators and the Dream-E team to explore participatory visual methods that are culturally appropriate and feasible in the imprisoned and community context to supplement narrative storytelling with visual or arts-based storytelling



methods. For example, exploring the use of cameras in the photovoice method to support women in documenting their experiences and sharing perspectives. Arts-based methods have been employed in sub-Saharan Africa in the area of health promotion (Bunn et al., 2020), but we will work with the Dream-E team and community evaluators to advise on the cultural relevance and contextual appropriateness when considering these methods.

Method #4: Key Informant Interviews

Three sets of key informant interviews are proposed: one with local community experts, one with program staff (including the program founder, board, and curriculum developers), and one with program partners. Key informant interviews are valuable for gaining in-depth insights from individuals with specialized knowledge and expertise, helping to uncover nuanced information and perspectives that may not be readily accessible through other data collection methods (USAID Center for Development Information and Evaluation, 1996).

3.7 Data Analysis

Both quantitative and qualitative analyses will be performed. Descriptive statistics will provide a quantitative summary of the program data, helping evaluators and program stakeholders to gain a quick and comprehensive understanding of the program's participant characteristics, program outputs, outcomes and examine potential differential impacts amongst program participants. The focus groups and interviews will generate primarily qualitative data, thus we propose using NVIVO 12.0 to conduct content analyses where content will be coded and grouped into common themes. Patterns in themes will be identified. Where multiple data sources are available, data will be triangulated whereby analyses of both quantitative and qualitative data will be combined. Comparative analyses will also be conducted to compare the program's objectives and activities to the needs, priorities, and rights of program participants.

4.0 Dissemination of Evaluation Findings

Prism Consulting recommends the co-development of a knowledge dissemination plan with input from the Dream-E team. The plan would identify key populations to share evaluation products with, key messages, what types of products/activities would be best suited for each population and when the products should be developed and shared during the evaluation process. To effectively disseminate the evaluation findings of the Clean Start program we recommend a multifaceted approach. Leveraging the program's existing social media platforms, such as Facebook, Twitter, Instagram, YouTube and LinkedIn, we would work with the program to create visually appealing content like graphics, infographics, and short videos summarizing the key findings for each channel. Running targeted ad campaigns on these platforms can further expand the reach of these findings to those supporting women's empowerment or justice system reform initiatives. Additionally, Clean Start's podcast presence can be utilized for in-depth discussions on the findings, featuring experts, program participants, and members of the evaluation team. In addition, a comprehensive final report, an executive summary, a brief plain language summary report/infographic, and presentation slides will be provided. The evaluation results documents can also be hosted and shared on the dedicated resources section on Clean Start's website. We also recommend organizing community events within the nine counties to present evaluation findings directly to the program participants, families, and local communities. Lastly, we suggest the creation of feedback mechanisms to encourage dialogue and input from stakeholders regarding the



evaluation findings, fostering transparency and engagement in Clean Start's mission and programs. Throughout the development of this plan, we recommend careful consideration to the incorporation of language and cultural context. We will use language, imagery and narratives that reflect the diversity and experiences of program participants and reflect their cultural context and identity. Working closely with Dream-E will help ensure that the knowledge dissemination methods are culturally appropriate and will be effectively communicated but also received and understood in a way that respects the cultural context and values of the imprisoned and formerly imprisoned women in Kenya.

5.0 Assessment of Challenges and Mitigation Strategies

Below we identify some possible challenges that may be encountered throughout the evaluation process and propose some **innovative and practical solutions**.

Potential Challenge	Mitigation Strategies	Risk
Ensuring a diverse sample of formerly imprisoned women, recognizing geographic and social and economic barriers to participation	<ul style="list-style-type: none"> • Work with Clean Start staff and local COH chapters to develop appropriate recruitment methods • Focus on reaching women where they are (as opposed to having to travel long distances/engage in new technology to participate) • Compensating participants appropriately for their time and any expenses associated with participating in the evaluation (e.g., travel, offering childcare) 	High
Stakeholder engagement in participatory analysis in Dream-E team, requiring time, energy, commitment (Zukoski & Luluqisen, 2002)	<ul style="list-style-type: none"> • Clearly illustrate the value of evaluation • Provide culturally appropriate and plain language training on evaluation to support meaningful engagement • Consult with the team to determine the best times and mechanisms for meeting 	High
Engaging imprisoned populations, given need to navigate institutional environment and policies and power imbalances	<ul style="list-style-type: none"> • Work with Dream-E team including specifically imprisoned and formerly imprisoned women and prison staff to refine data collection processes to ensure they are appropriate and ethical for imprisoned context • Work with Clean Start to leverage existing relationships with prison authorities to access imprisoned populations • Clearly outline the processes, including ethical guidelines and intended uses of the evaluation to prison authorities • Ensure that communication with imprisoned populations recognizes the power imbalance and that consent is voluntary and informed 	High



6.0 Consulting Time

The estimated number of consulting days for this evaluation work would depend on various factors, including the dynamic nature of stakeholder engagement, the number of data collection activities, and the duration of each activity. Typically, conducting an evaluation of this nature would be multi-month endeavor. We estimate approximately 5-10 days for document review, 10-15 days for focus groups, 15-20 days for narrative interviews, and 20-25 for key informant interviews. Additionally, we estimate 30 days for stakeholder engagement with local stakeholders and the Dream-E team training and evaluation capacity building. We estimate 30 days for the data analysis, and report writing, and an additional 30 days for the development of the social media content. These estimates are rough approximations, and the actual number of consulting days may vary based on specific factors such as the availability of participants, the complexity of the evaluation questions, and the geographic spread of data collection. We will work with the Dream-E team to create a detailed project plan that outlines specific tasks, timelines, and resource requirements to ensure an accurate estimation of consulting days and successful execution of the evaluation.

7.0 Concluding Remarks

We are enthusiastic about the prospect of collaborating with Clean Start to assess, improve, and catalyze dignified reintegration to society for formerly and currently imprisoned women and their children in Kenya. Using a participation and feminist approach, we have proposed to conduct a process and outcome evaluation. We have also outlined specific evaluation questions and recommended both qualitative and quantitative methods for data collection, as well as the use of multiple data sources to enable the triangulation of findings. Possible evaluation challenges and potential solutions are also discussed.

We hope you find this evaluation plan emphasizes our unwavering commitment to your programs cause through providing an **innovative, impactful and feasible** evaluation plan. We look forward to the prospect of partnering with your organization to advance social justice reforms, build your team's capacity for success and improve programming and opportunities for formerly incarcerated women and their children through resilience, self-determination and skills.

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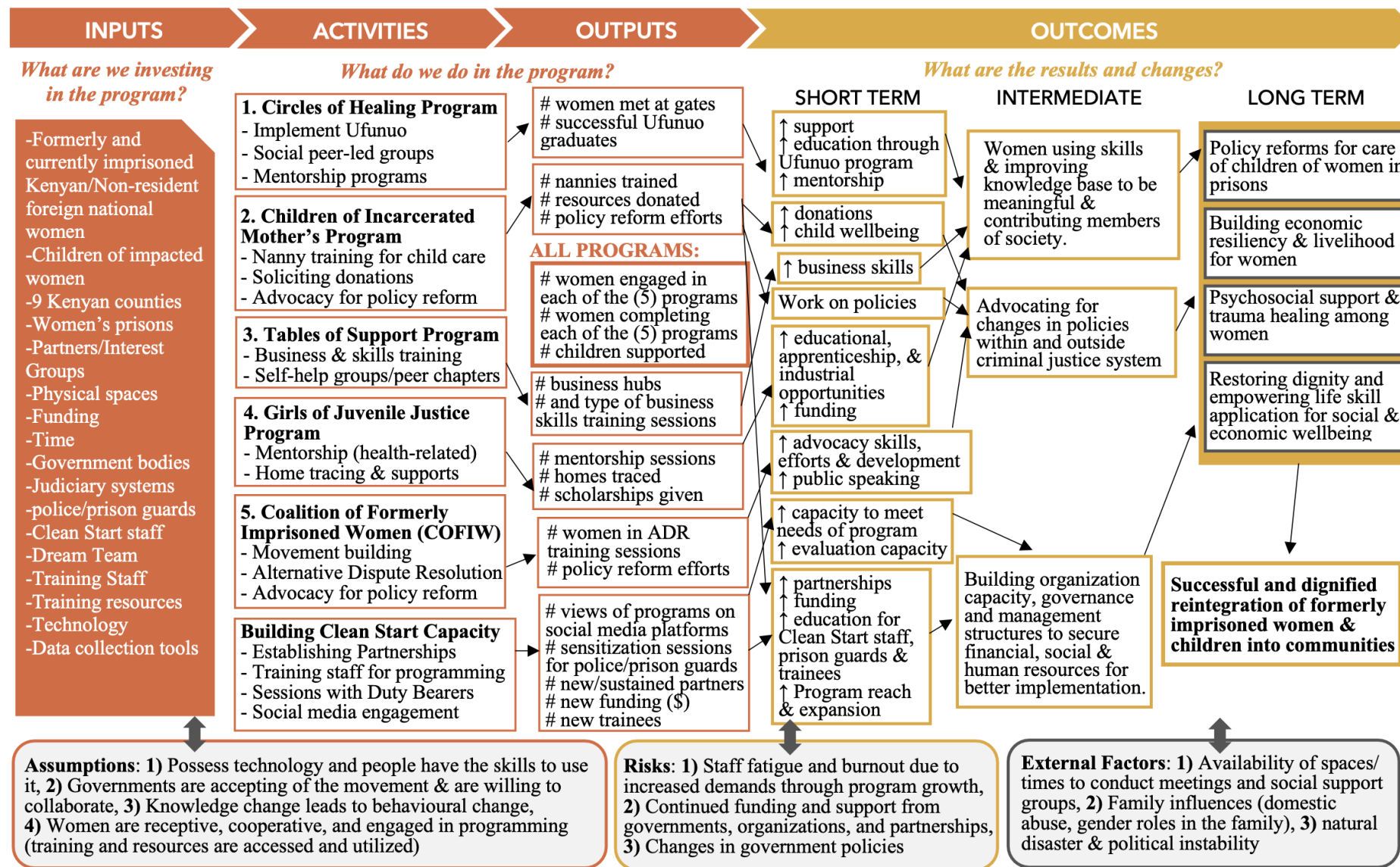
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APPENDIX A: Program Logic Model



APPENDIX B: Program Evaluation Matrix

Evaluation Question	Indicator(s)	Data Source(s)	Data Collection Method/Tool(s)
Q1: How comprehensively are activities of the COH program addressing the needs, priorities, and rights of imprisoned and formerly imprisoned women in Kenya?			
1.1 How relevant are COH activities to program participants?	Alignment of activities with needs	Program Documents Program Participants Community Experts	Document Review Focus Groups Narrative Interviews Key Informant Interviews
1.2 How relevant is the proprietary Ufunuo curriculum to program participants?	Alignment of curriculum with needs	Program Documents Program Participants Curriculum Developer	Document Review Focus Groups Key Informant Interviews
1.3 How do COH activities and partnerships cohere with other development efforts in Kenya to re-integrate women after incarceration?	Alignment and overlap of development goals, plans, activities for COH and other reintegration developments in Kenya	Program Documents Community Experts Program Partners	Document Review Key Informant Interviews Key Informant Interviews
Q2: How well are activities of the COH program being implemented within and outside of prisons?			
2.1 What perceptions do program participants have about appropriateness and equity of program delivery?	Qualitative perceptions of program participants	Program Participants	Focus Groups
2.2 To what extent does the delivery of Ufunuo curriculum by participants of the Trainer of Trainers adhered to intended curriculum delivery?	Alignment of self-reported program delivery with program curriculum guiding documents	Program Documents Program Trainers Program Participants	Document Review Key Informant Interviews Focus Groups
2.3 How do the partnerships of COH influence how the program is implemented in positive or negative ways?	Qualitative self-report of program partners Qualitative self-report of program staff Qualitative self-report of program participants	Program Partners Program Staff Program Participants	Key Informant Interviews Key Informant Interviews Focus Groups
Q3: To what extent has progress been made towards the COH program objective of fostering successful reintegration by reconciling imprisoned and formerly imprisoned women with herself, her family, and the community?			
3.1 What key results and changes (intended and unintended) have been attained by program participants?	Baseline and endline measurements of success Qualitative self-report of program participants	Existing Program Data Program Participants	Document Review Narrative Interviews Focus Groups
3.2 What contextual factors have influenced program effectiveness?	Qualitative self-reports of program participants	Program Participants	Narrative Interviews Focus Groups
3.3 How have outcomes of the program been differentially (inequitably) experienced across the diverse range of program participants?	Qualitative self-reports of program participants Variations in outcomes by demographic and identity-based variables	Program Participants Existing Program Data	Narrative Interviews Focus Groups Document Review





FEEDBACK TO TEAMS

Team's name and country: **Prism Consulting (Canada)**

Thank you for participating in the 2023 Competition! Here is some feedback from the international panel that judged the submissions. We hope you find this encouraging and useful in your studies and work in evaluation.

Judge #1 Feedback to the Team	
Re: Pitching a program evaluation and demonstrating understanding of the organization	
<p>Strengths of the submission:</p> <ul style="list-style-type: none"> - The team has done extensive reading of additional resources to inform both the situation analysis and the overview sections, and have integrated new information to put together a thorough up-to-date picture of Clean Start and its programs. 	
How the submission could have been improved:	
Re: Displaying the logic of Clean Start programming and outlining an evaluation	
<p>Strengths of the submission:</p> <ul style="list-style-type: none"> - The evaluation proposal carefully considers the needs of the organisation and program characteristics, and proposes a complex multi-layered evaluation approach to meet every one of those needs: the evaluation covers both process and outcomes, is participatory and feminist, involves both organisational stakeholders in the form of an evaluation board, and lived experience researchers from among the former beneficiaries of the organisation. 	
<p>How the submission could have been improved:</p> <ul style="list-style-type: none"> - The very thorough approach described above as a strength proves that the consultants have an excellent understanding of the client, but the complexity of the proposed approach can also be overwhelming for an organisation that did not request an evaluation. - Starting off with an evaluation so complex that it is estimated to require 140 days of consultant days is also potentially overwhelming. - The consultants should also consider the burden that such an evaluation process places on an organisation like Clean Start, which works directly with vulnerable beneficiaries on a daily basis. - Not only the cost of the evaluation should be considered but also the time required from the organisation's leadership and staff. In this light, it might be advisable to think of a gradual approach in which the evaluation process is more simple/less demanding in the beginning and grows in complexity to the extent that is really necessary and useful for Clean Start. 	

Re: Effectively communicating the team's ideas

Strengths of the submission:

- The structure, narrative and visual components of the proposal are all very strong. The proposal is easy to follow and compelling.

How the submission could have been improved:

- The logic model looks crowded, given that the reader has information about what the programs entail, it could probably be presented with fewer words and with less space dedicated to describing activities and outputs, a bit more for assumptions.

Judge #2 Feedback to the Team

Re: Pitching a program evaluation and demonstrating understanding of the organization

Strengths of the submission:

The cover letter pitch the evaluation well

How the submission could have been improved:

A diagram of the organizational structure would have summarized things better

Re: Displaying the logic of Clean Start programming and outlining an evaluation

Strengths of the submission:

A detailed logic model

How the submission could have been improved:

The Cycle of Healing program which is the subject of the evaluation is not described in detail
The logic model arrows are sometimes misaligned e.g. "Advocating for changes in policies within and outside the criminal justice system" (Intermediate) should have led to "Policy reform..." (Long-term)

Re: Effectively communicating the team's ideas

Strengths of the submission:

- Well written proposal with external sources consulted
- A good use of diagrams and illustrations

How the submission could have been improved: