



2023



WORLD EVALUATION CASE COMPETITION

Evaluation of Clean Start Africa



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Acronyms

| | |
|-------|--|
| CEO | Chief Executive Officer |
| COFIW | Coalition of Formerly Imprisoned Women |
| SDG | Sustainable Development Goal |

THE SCENARIO

Your consulting company offers its evaluation services internationally. In researching innovative social and economic programs, you have become aware of the work of Clean Start Africa <http://cleanstartafrica.org>, an award-winning social enterprise whose mission is to work with women, girls and children impacted by the criminal justice system, to restore dignity and hope for successful integration.

You have decided to make an unsolicited proposal to the organization to do an evaluation of their programs. While the organization's website indicates they have a robust approach to collecting data and reporting on their activities and results, there is no indication that a full evaluation has been conducted.

THE CASE ¹

1. CLEAN START AFRICA

Clean Start Africa (hereafter Clean Start) had its genesis from a troubling and inspiring story.

After being falsely accused of, maliciously prosecuted, and sentenced for a crime she didn't commit, Clean Start Founder and CEO Teresa Njoroge served a one-year sentence at the Langata Women Maximum Security Prison, Nairobi, Kenya. She was accompanied by her then three-month-old daughter as Kenyan law permits children aged between 0 and 4 years to accompany their mothers to prison.

While in prison, she experienced first-hand the plight of the imprisoned women, some, like her, accompanied by their children and crying out for justice. She became aware of the revolving door of crime and poverty which led to the high rates of recidivism, where newly released women found themselves again behind prison bars.

Years after serving the sentence, Teresa was exonerated of any wrongdoing and compensated by the government. However, her experience inspired her to devote her life to equipping and empowering imprisoned and formerly imprisoned women for the precarious journey of reintegration back into society.

In 2013, along with her still suckling toddler, Teresa met with the Director of Rehabilitation and Welfare, Kenya Prisons Service. This meeting marked the beginning of a journey which brought about the setting up in 2015 of the first formerly imprisoned women-led organization – Clean Start.

A devoted people leader and a community-centric social entrepreneur, Teresa has been advocating for the rights of children of imprisoned parents, youth and women impacted by the Criminal Justice system, mostly due to the criminalization of poverty. On meeting women, who like herself, had been in prison, Teresa was touched by the women's stories of rejection, stigma, lack of access to economic opportunities and their painful reconciliation journey.

¹ *This case was developed by a group of WECC organizers using material that is freely available in the public domain. It is intended strictly for educational purposes.*

This further motivated her to steer social-economic transformation and social justice reforms in Kenya and across the African continent. She is actively building key strategic partnerships, advocating in governments and private organizations for formerly imprisoned persons to have better life outcomes, and challenging the injustices within the criminal justice system.

1.1 Clean Start's Mission

The organization's mission is set out in the following graphic.



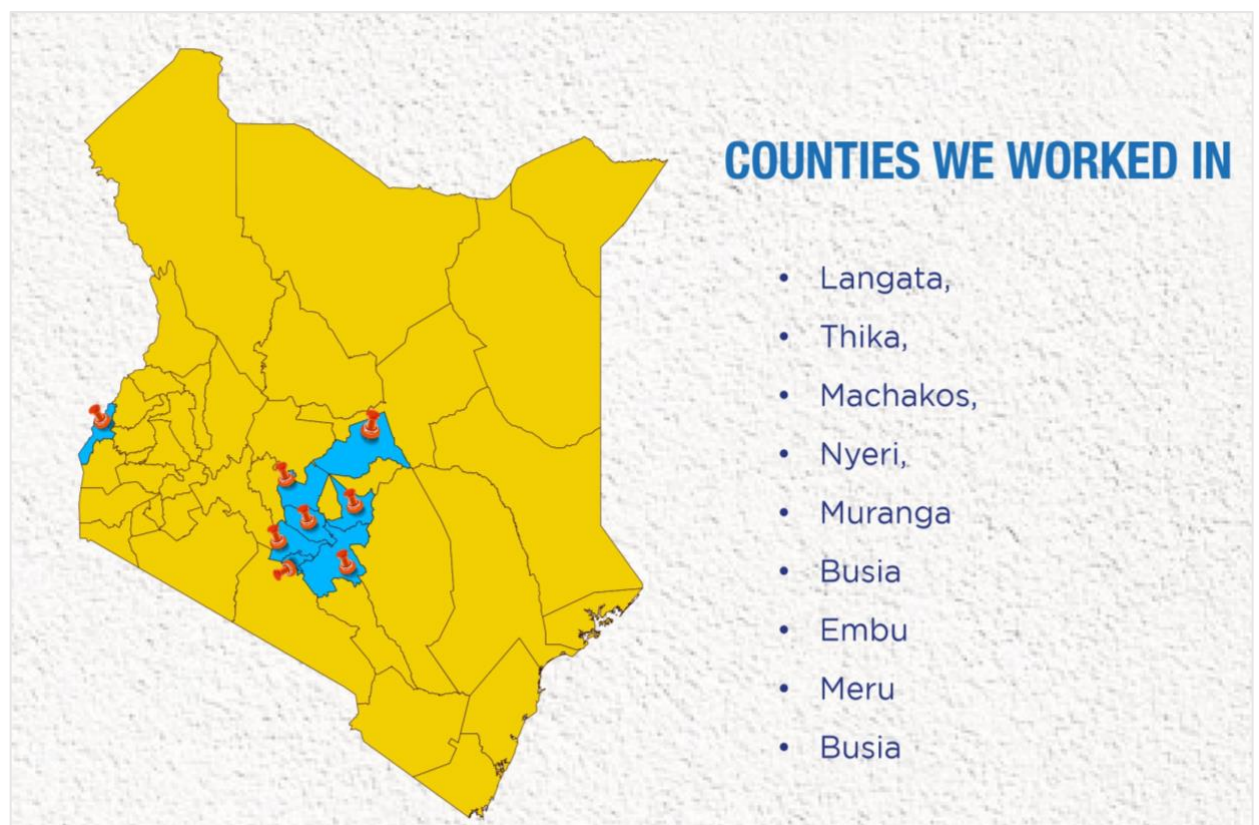
1.2 Sustainable Development Goals Addressed

Clean Start addresses four SDGs: Elimination of poverty, attainment of gender equality, reduction of inequalities and, peace, justice and strong institutions.



1.3 Reach

In 2021, Clean Start has worked in nine counties in Kenya:



1.4 Clean Start's Impacts

The following infographic gives highlights of activities in 2021.



1.5 Programs

Clean Start carries out its mission through five core programs described below.

1.5.1 Circles of Healing

The problem: When a woman is arrested and imprisoned, she faces a myriad of challenges, some of which last a lifetime. Stigma, isolation, abandonment, lack of education and employment opportunities, pain and outrage are just a few of the challenges that a formerly imprisoned woman faces upon her release. They are often left wondering how to reintegrate, reconnect, be productive and thrive.

The solution: Circles of Healing fosters successful reintegration by reconciling the imprisoned and formerly imprisoned woman with herself, her family and the community.

Through the Circles of Healing Program, imprisoned and formerly imprisoned women meet in safe, peer-led spaces where they gain psycho-social support and trauma-healing. This provides the groundwork for reconciliation, mental wellness and goal setting. The program is run using self-proprietary curriculum called **Ufunuo** (*Swahili word for revelation*). Circles of Healing also includes mentorships and chapters that provide the same environment - social peer-led groups that provide a safe healing space for imprisoned and formerly imprisoned women.

1.5.2 Tables of Support

The problem: After release from prison women lack access to equal economic opportunities due to stigma and employment requirements such as Certificates of Good Conduct and declarations of whether or not one has ever been convicted of and imprisoned for a criminal offence. This means that formerly imprisoned women cannot seek gainful employment. Those who wish to get into business lack sufficient training and access to financial services with which to set up and grow their businesses.

The solution: The Tables of Support program seeks to build the economic resilience and livelihood security of imprisoned and formerly imprisoned women. It does this through business and skills training, business hubs, and self-help groups (peer chapters).

1.5.3 Children of Incarcerated Mothers

The problem: Kenyan law permits children aged 0-4 years to accompany their mothers to prison. Even so, Kenyan prisons have lacked provisions with which to care for these children. Most prisons lack an age-appropriate diet for the

children. They have no daycare centres or play areas or access to specialized medical care.

Children and their mothers are housed among the general population. Their caregivers lack adequate training in responsive caregiving. Prisons lack budget allocation from the national government leaving these children dependent on donations from well-wishers to meet their needs for baby items such as diapers and clothing.

The solution: Clean Start focuses on advocacy for policy reforms around the care of children of incarcerated mothers; provision of training for nannies and prison staff who look after children in prison; and resource mobilization (donations of needed items for children).

1.5.4 Girls in Juvenile Justice

The problem: Girls in rehabilitation schools are mainly those who need care and protection, usually from hostile and abusive homes, early marriages or family neglect.

The solution: Clean Start journeys with girls in the juvenile justice system. The program links them to psychosocial support, sustained educational opportunities, apprenticeship and industrial attachment opportunities.

This program includes the Clean Start Scholarship program, mentorship sessions on health-related topics, and strengthening families through home tracing and offering supports to the families of girls.

1.5.5 Coalition of Formerly Imprisoned Women (COFIW)

The problem: Gaps in the criminal justice system lead to the unjust treatment of the poor and vulnerable. When caught in an offence, particularly minor, many end up serving prison sentences in lieu of paying fines which they can't afford. After imprisonment, formerly imprisoned persons grapple with dehumanisation and stigma. Without a proper reintegration system and policy, many end up reoffending and even being imprisoned again, in a vicious cycle.

The solution: COFIW advocates for change in policies within the criminal justice system for successful reintegration of women. It is a social movement raising formerly imprisoned women to be the lead voices in advocating for systemic change.

COFIW includes movement building, advocacy for a structured reintegration program, and alternate dispute resolution training.

1.6 Overarching Strategic Actions

Clean Start has built its programs and continues to expand its reach through several strategic actions detailed in various reports and the [2020-2023 Strategic Plan](#). These include:

1.6.1 The Dream Team

A dynamic group of predominantly women who form the Board of Directors and staff – led by the Clean Start founder and CEO Teresa Njoroge.

1.6.2 Partnerships

Clean Start has been strategic and innovative in nurturing partnerships with government and non-profit organizations in Kenya and internationally to build sustainable and financially sound programming and to carry out its broader mission of influencing social change.

To illustrate, [Clean Start's 2021 Annual Report](#) and [2022 Quarter Two Newsletter](#) set out details of recent partnerships and their focus.

1.6.3 Media Presence

Clean Start has been innovative in engaging with their target audiences through mainstream and social media, a series of podcasts, and conferences to spread awareness of the need for reforms to the justice system and to build support for Clean Start.

1.7 Further Directions - Clean Start Centre

The Clean Start website describes this next initiative and seeks donors as follows:

“One of the biggest challenges that women face after being released from prison is lack of shelter. Over 70% of women released from prison find themselves without shelter. They often have to be housed by well-wishers or family while others are homeless on the streets. This makes their reintegration journey twice as hard as they try to get on their feet.

"Our programs have supported women in different parts of the country. However, there is a need to create a safehouse and centralize all these programs for maximum impact. To this end, Clean Start is developing a centre that will shelter these women to provide them with safe housing, trauma-healing spaces, business hubs and a community centre for the environs.”

2. YOUR TEAM'S TASK

2.1. Your Task

You are to prepare an unsolicited proposal to Clean Start Africa to evaluate their programs. You should inform decision makers of the benefits of systematic program evaluation, show them that you understand their programming and, to illustrate your competence, explain how you would go about evaluating one of their programs, the Circles of Healing.

1. Inform the organization's decision makers of the benefits of an external program evaluation by your team in partnership with the organization's monitoring and evaluation staff:
 - Explain the added value that a systematic, focused program evaluation provides to an organization that already has an ongoing monitoring system in place.
 - Indicate how the outside perspective provided by your team could lead to useful insights. You might consider areas such as program development, external promotion of the organization, and strengthening the evaluation skills of staff.

2. Show that you understand the organization and its programming.
 - Demonstrate your understanding of the social and economic issues that have given rise to the development of Clean Start in Kenya
 - Show your understanding of the organization's structure and resources
 - Produce a high-level logic model with underlying assumptions for the Clean Start programming.

3. Demonstrate your capability to do program evaluation by describing how you would evaluate one of the Clean Start programs, the Circles of Healing.
 - Provide a brief description of the Circles of Healing
 - Describe the type of evaluation you would conduct
 - Indicate both internal and external stakeholders and how you would engage them as you planned and implemented the evaluation
 - Identify any ethical considerations and assurances that you would consider during this evaluation

- Indicate the key evaluation questions, the qualitative and quantitative indicators you would use to answer them, and the methods you would use to collect data on the indicators
- Discuss the challenges you anticipate in conducting the evaluation and explain how you would mitigate them
- Recommend the best means for Clean Start Africa to disseminate evaluation findings to its target audiences
- Indicate the number of consultant days you would require to produce a thorough evaluation of The Circles of Healing program. This will give the organization a sense of the resources required for professional evaluation of its entire programming.

2.1.1.Guidance

- Be innovative and creative. The WECC judges will be looking for and assessing innovativeness and creativity in all aspects of your proposal.

Make good use of your team's imagination and common sense.

- Aim for clear, concise communication.
- Keep in mind the Rating Criteria (next section)
- Take photos please! The organizers of the competition need photos of team members as they work together on the case, either in-person or online. The photos will be useful to us in promoting future competitions. Be sure to identify "who is who" in the pictures.

Do not include the photos with your submission on the case! Please send them to us in a separate email to worldcasecomp@gmail.com after you have submitted your proposal.

- Have fun! Support each other!

3. RATING CRITERIA AND WEIGHTS

Submissions will be scored using the following table of criteria and weights.

| Assessment Area | Criterion | Weight (Percent of total score) |
|--|--|------------------------------------|
| Situational Analysis | Promoting, to the management of Clean Start the benefits of an evaluation of their programs | 10 |
| | Understanding the social, economic and institutional context that contributed to forming Clean Start Africa | 10 |
| | Showing awareness of Clean Start's organizational structure and resources | |
| Evaluation planning (Logic, practicality and methodological strength) | Producing a logic model for Clean Start Africa's programming | 20 |
| | Producing a description of the Circles of Healing program and explaining the type of evaluation that would be used. | 10 |
| | Demonstrating effective stakeholder involvement and consideration of ethical issues. | 10 |
| | Identifying evaluation questions, indicators and data collection methods for the Circles of Healing program | 20 |
| | Anticipating challenges to the evaluation and identifying ways for dealing with them. Advising on communication of evaluation results. | 10 |
| Effectiveness of presentation | Providing a clear, coherent and convincing flow of text and images. | 10 |
| Total Score | | 100 |

APPENDIX: GUIDELINES FOR PREPARING A WECC SUBMISSION

1. Language

Submissions may be in English, French or Spanish.

2. Amount of time

Teams whose working language is English will have seven (7) hours to prepare their submission. Teams preparing their submission in French or Spanish will have eight (8) hours. Other teams will have nine (9) hours. All teams will have 15 minutes leeway to allow for difficulties encountered in downloading the case or uploading submissions.

3. Anonymity

Do not include in your submission any information that might reveal to the judges your institution or your country. Be sure that the logo of the team does not give away its location. A team should identify itself only by a pseudonym (e.g., Bright Futures). Your team's name must be shown clearly at the beginning of your submission.

4. Format of submission

Your submission may be a regular text report or a PowerPoint slide presentation (with or without narration). Teams that do not respect the following technical requirement for their submission may have their score reduced by up to 5%.

4.1. Regular text report

- Maximum 12 (twelve) pages including tables and diagrams. Any cover letter, cover page, or table of contents is not counted.
- Page size: A4
- Minimum margin size: 2.54 cm (1 inch) on all sides (left, right, top, and bottom)
- Minimum font size: 12-point for text, 10-point for tables or figures.

4.2. Slideshow presentation

- Minimum font size: 16-point for text, 14-point for tables and figures
- Non-narrated presentation: no more than 25 slides, in English, French or Spanish

4.3. Narrated presentation: 15 minutes maximum. Slides and narration must be in English to be accessible by all judges

5. Inputs

Teams are free to access the Internet and use reference materials. If you provide references, you may use any format, e.g., MLA, APA or Chicago, but please be consistent.

A team is not allowed to consult with its coach or any other advisor while preparing the submission.

6. Dealing with problems

If the team encounters serious unexpected difficulties, such as a long period without internet connection, make a note of the nature and duration of the disruption.

If the disruption leads to a delay in submitting the team's work, send an email to WECC organizers at worldcasecomp@gmail.com explaining the problem that occurred and requesting forbearance of the late submission.

7. Delivering Your Documents

7.1. File type

The submission must be one file, not a zipped file of multiple documents. Label the file with your team's name, e.g., *Teamname.pdf* for a text file or *Teamname.pptx* for a PowerPoint file.

If your submission file is very large, as may be the case for a narrated PowerPoint presentation, you have the option of uploading a one-page pdf in which you provide a link to your work wherever it has been stored on the Web.

7.2. Sending the file

Upload your submission via the same link that your contact person used to download the case. The upload will be automatically acknowledged.

For backup, send the submission as an email attachment to worldcasecomp@gmail.com

You may expect your email to be acknowledged within 24 hours.