TERMS OF REFERENCE FOR FINAL EVALUATION OF THE PROJECT
“STRENGTHENING HUMAN SECURITY IN THE BORDER COMMUNITIES OF TURKANA, KENYA”

Evaluation context

Turkana County is an arid and semi-arid (ASAL) region of Kenya, characterized by its fragile ecosystem and by frequent, successive, and prolonged droughts. Climate change and environmental degradation have contributed to intensification of drought, resulting in an overall increase in the proportion of the population that requires food aid. The majority of the population are agro-pastoralists; a livelihood highly affected by environmental and weather conditions. Further, Turkana County is one of the poorest counties in the country, lagging behind most other parts of the country in basic social services such as education, health care, and in social protection. The overall capacity of the population of Turkana County to cope with shocks, such as the 2009 and 2011 droughts, is limited by marginalization, lack of development, limited investment in livestock infrastructure, weak implementation of early warning and early response mechanisms, weak climate change adaptation measures, and a lack of alternative livelihoods.

Since 1 July, 2012, the, the United Nations Development Programme (UNDP), the Food and Agriculture Organization (FAO), the United Nations Children’s Fund (UNICEF), the International Organization for Migration (IOM), the World Health Organization (WHO) and the International Labour Organization (ILO) in cooperation with county and national government, community based organizations, and partners, have been implementing the project “Strengthening Human Security in the Border Communities of Turkana, Kenya” with the support of the United Nations Trust Fund for Human Security (UNTFHS).

The project aims to contribute to improved human security in Turkana Country through improved food security, livelihoods, health, education, and protection. Specifically, the project aims to achieve the following results:

1. Most vulnerable pastoralists have improved food security.
2. Men, women, and youth are engaged in diversified livelihoods.
3. Access to basic healthcare Health for communities with special emphasis on most vulnerable.
4. Communities and local institutions have improved capacity to engage in peaceful processes.
5. Increased access to education for nomadic children
6. Children’s rights to education and protection are secured.

Evaluation purpose

The United Nations system conducts project and programme evaluations as part of its commitment to results based management. Evaluation results are used to improve decision-making and evaluate performance, and to improve project and programme design and implementation. The purpose of this evaluation is to assess the relevance, efficiency, effectiveness, cost-effectiveness, processes, and sustainability of the project, to date, to identify lessons learned and best practices, and to provide recommendations for improving performance.

Evaluation scope

This evaluation will focus solely on the activities conducted and the results achieved by the implementing agencies (UNDP, FAO, UNICEF, IOM, WHO, and ILO) under the auspices of the project entitled
“Strengthening Human Security in the Border Communities of Turkana, Kenya.” This project began in 1 July, 2012 and is being implemented in Turkana Central and Loima sub- counties in Turkana County, Kenya. The project was initially scheduled for completion in June 2015, but a no cost extension of 8 months to February 2016 was approved by the donor given delays at the inception of the project.

Evaluation criteria
The objectives of the evaluation are to:
1. Assess the relevance of the project’s intended results
2. Assess the efficiency and cost-effectiveness of project implementation, to date
3. Assess the effectiveness of the project in reaching its intended results
4. Assess the appropriateness of the project design and management arrangements for achieving its stated objectives
5. To identify and recommend potential exit strategies in the event of project phase out;
6. Assess prospects for sustainability
7. Identify lessons learned and best practices and
8. Make recommendations for improvements.

Evaluation questions
A complete list of evaluation questions and sub-questions will be jointly developed together with the evaluator/evaluation team. The below questions are indicative of the types of questions to be addressed in the evaluation:

Relevance
1. How appropriate are the project’s intended results for the context within which it operates?
2. What is the theory of change underlying the project?
3. To what extent were the needs of beneficiaries and stakeholders taken into account in project design?

Effectiveness
4. To what extent is the project contributing to improved Human Security in Turkana County?
5. To what extent are the project’s activities leading to improved food security for vulnerable pastoralists?
6. To what extent are the project’s activities leading to the engagement of men, women, and youth in diversified livelihoods?
7. To what extent are the project’s activities leading to improved capacity of health care providers to deliver basic health care services?
8. To what extent are the project’s activities leading to improved capacities of communities and local institutions to engage in peaceful processes?
9. To what extent are the project’s activities securing the rights of children to education and protection?
10. Are project activities being implemented as planned and on schedule?
11. What is the quality of the project outputs and/or the project activities?
12. What are the major factors influencing the achievement or non-achievement of the intended results?

Efficiency and cost effectiveness
13. How cost-effective is the project?
14. How efficiently are project implementers utilizing the project’s inputs to conduct activities and achieve the project’s intended results?
15. How efficient is the overall management of the project?
16. Is the project being implemented in the most efficient way compared to alternatives?
Process
17. How appropriate is project design to achieve its objectives in the context in which it operates?
18. What external factors are affecting the implementation of the project and how are they being managed?
19. How effectively are the project performance and results being monitored?

Exit strategy and sustainability
20. How and when does the project intend to withdraw its resourced?
21. What plans are in place to ensure that the achievements of the project are not jeopardized by withdrawal?
22. How suitable are these plans and are they being implemented?
23. To what extent are the project results likely to be sustained in the long-term?

Evaluation methodology
The evaluation is to be conducted using the following methods. Assistance will be provided in the identification of key stakeholders, and in organizing the schedule of interviews, focus groups, and site visits.

Document review
IOM and the project implementation team will provide the following documents upon signatue of contract:
- Project document and logical framework
- Project budget
- Baseline study
- Interim financial and narrative reports
- Relevant background and strategy papers
- Performance monitoring framework
- Data collection tools
- Assessment and progress reports
- Agreements and correspondence between UNTFHS and UNTFHS partners
- Documents related to project outputs, such as visibility material, outreach campaign material, publications, etc
- Mid-term evaluation report

Interviews
Semi-structured interviews are to be conducted with local and international partners involved directly and indirectly with project implementation. In-depth interviews are to be conducted with UN agency staff directly involved in project implementation. Structured interviews may be conducted with the project’s direct beneficiaries.

Direct observation
Field visits to project sites in Turkana County will be organized in cooperation with IOM and the UNTFHS implementation team. This will include but not limited to, mobile schools, irrigation schemes, health centres, peace and cultural centres, vocational training centres, women and youth groups etc, in Turkana Central and Loima districts.

Focus group discussions
Approximately 5 are to be conducted with village elders, kraal leaders, youth and women representatives, provincial administration, teachers, pastoralists, etc.
**Evaluation deliverables**

The evaluator/evaluation team will produce the following:

1. A revised and agreed upon terms of reference for the evaluation, if required.
2. A draft evaluation inception report, inclusive of evaluation matrix (questions and sub questions, indicators and data sources), proposed methodology, and proposed work plan.
3. A final inception report, incorporating the UNTFHS project team’s comments.
4. A powerpoint presentation of initial findings.
5. A draft evaluation report comprised of: an executive summary; evaluation background and details; a detailed description of the evaluation methodology including the evaluation objectives, data sources, data collection and analysis, and limitations; a description of the project being evaluated; an analysis of findings; lessons learned and best practices; and conclusions and recommendations. The evaluation report shall also contain the evaluation matrix, a list of persons and documents consulted, the evaluation schedule, and copies of data collection tools such as interview and focus group protocol, questionnaires, etc. Evaluation findings shall be presented as analyzed facts, evidence, and data. Recommendations are to be supported by a specific set of findings and must be action-oriented, specific, and actionable.
6. A final evaluation report.

**Evaluation workplan and deliverables**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Days</th>
<th>Location</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial document review and revision of TORs, Draft inception brief (2-5 pages)</td>
<td>5</td>
<td>Home-based</td>
<td></td>
</tr>
<tr>
<td>Management meeting, finalize the TORs and submission of inception report</td>
<td>2</td>
<td>Nairobi</td>
<td>Revised terms of reference, inception report</td>
</tr>
<tr>
<td>Document review</td>
<td>3</td>
<td>Nairobi</td>
<td></td>
</tr>
<tr>
<td>Travel, interviews and data collection in the field</td>
<td>10</td>
<td>Turkana</td>
<td></td>
</tr>
<tr>
<td>Presentation of initial findings at workshop</td>
<td>2</td>
<td>Nairobi</td>
<td>Power Point presentation, workshop notes or report</td>
</tr>
<tr>
<td>Draft report</td>
<td>10</td>
<td>Home-based</td>
<td>Draft Report</td>
</tr>
<tr>
<td>Management review of draft report (UNTFHS team)</td>
<td>7</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>Revision and finalization of report</td>
<td>7</td>
<td>Home-based</td>
<td>Final report</td>
</tr>
</tbody>
</table>

**Evaluation budget**

Apart from consultancy fee, IOM shall cover the travel costs to and from Kenya and costs related to the field work, which is inclusive of Daily Subsistence Allowance (to cover accommodation, meals and local transportation during the duration of field travel) as per the rate provided by the UN International Civil Service Commission (ICSC) and communication costs.