



TERMS OF REFERENCE (TOR): END-OF-TERM REVIEW OF THE LWF KENYA COUNTRY STRATEGY 2019-2024 AND THE KENYA SOMALIA PROGRAM EVALUATION.

Duration: ONE MONTH

Area of Assignment: Nairobi, Kakuma, Dadaab, Kismayu (?)

1. INTRODUCTION AND BACKGROUND

The Lutheran World Federation World Service (LWF WS) is the globally recognized humanitarian actor of the LWF, with its headquarters in Geneva, Switzerland. LWF's Kenya-Somalia program has been in operation in Kakuma since 1992, in Dadaab since 2008, and in Somalia since 2017, with the head office in Nairobi. LWF WS had operations in Djibouti from 2009 until 2020, when it successfully handed the operations to the Djiboutian government. Apart from the long-standing experience in Kenya, LWF has operations in refugee/IDP settings in the region (Somalia, Uganda, South Sudan, and Ethiopia).

The Country Program design aligns with the global LWF World Service strategy, which came into effect on 1st, January 2019 and will continue until 31st December 2024. Its primary objective is to address the country's multifaceted consequences of conflict, economic challenges, and climate-induced displacement. LWF achieves this by offering protection and assistance to refugees and host communities through innovative, solution-oriented programs. Following the principles outlined in the Global Refugee Compact and Comprehensive Refugee Response Frameworks, LWF strongly emphasizes empowering refugees through rights-based approaches. This empowerment applies equally to both women and men, girls and boys, enabling them to access information, acquire essential skills, and receive training to meet their needs. Additionally, the organization advocates for people-centered programming and holds those in authority accountable for their decisions.

To carry out this mission effectively LWF centers its efforts on three primary program areas: Livelihood, Quality Services, and Protection and Social Cohesion. These initiatives are rolled out across various levels - individuals, communities, and institutions to provide a comprehensive and inclusive strategy for tackling the intricate issues refugees and their host communities face.

2. OVERALL, PURPOSE OF THE CONSULTANCY

The LWF Kenya-Somalia Country Program commissions this consultancy with funding support from the Australian Lutheran World Service (ALWS). Please see **Annex 1** for a specific requirement from ALWS for this consultancy. The overall purpose of this assignment is to:

- Conduct an end-term review of the Kenya country strategy, involving a comprehensive process of reflection and analysis. The ETR process focuses on evaluating the effectiveness and impact of the LWF WS Country Strategy for 2019-2024. The purpose of this review is not only to facilitate learning but also to ensure accountability and document the experiences and lessons acquired during this period. It will consider any valuable insights gained from the ongoing program implementation and the new strategic developments within the LWF Kenya-Somalia program. The evaluation will align with the global LWF guidelines provided to all Country programs (Annex A).
- Evaluate the LWF Kenya-Somalia programs' interventions to assess relevance, Coherence, effectiveness, efficiency, impact, and sustainability.

3. OBJECTIVES OF THE ASSIGNMENT

The assignment has the following objectives;

ETR – Kenya Country Strategy

- a) Evaluate the successes, obstacles, and insights gained throughout the execution of the strategy.
- b) Pinpoint successful aspects and areas needing enhancement, providing critical perspectives for subsequent planning and strategic choices.
- c) Examine the changing environment, recognizing new demands, challenges, and donor landscapes, which will guide the determination of strategic focuses, regional coverage, and the selection of collaborators.

Specific outcome areas to be assessed will include;

- a. Improved livelihoods for the most vulnerable.
 - Increased protection (from harm, disasters), social and environmental safeguards, inclusion, and social cohesion for the most vulnerable. **Specifically**, the protection of children and youth in the refugee and host community, the development, resilience, and behavior of adolescents and youth, and Peaceful coexistence have increased between the refugee and host communities.
 - The social cohesion of the target host communities is enhanced.
- b. Increased provision of quality services to the most vulnerable by institutions in government at different levels and non-profit and private sectors. **Specifically**, Access to quality, inclusive, and safe education.
- c. Increased timely, relevant, quality, and inclusive lifesaving assistance to disaster-affected populations. **Specifically**, work on emergency(drought) response and reception center services for new asylum seekers.

Organizational Objectives to be assessed include;

The robustness of support structures and systems; - financial management, internal communication and external relationship management, procurement, human resources, IT, accountability, safety and security, Knowledge management and learning (M&E), and environmental considerations.

Program Evaluation

1. To assess the extent to which the program achieved its programmatic outcomes and organizational objectives.
2. Assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the program strategy with special emphasis on the following Key evaluation questions:

Relevance: Did the program respond to community/beneficiary felt needs? How relevant is/was the program to global, regional, country, and partner/institution needs, policies, and priorities? Is the program still relevant today? What about in the next five years?



Coherence: Did the program align and fit with the Country Strategy, local and national refugee management policies, plans and processes, the CRRF, global compact refugees, donor plans, and other ongoing interventions in the program areas? Internal and External Coherence?

Effectiveness: Did the program achieve its objectives? To what degree did each thematic area achieve its specific outcomes? Are there projects that did not contribute to this achievement? To what extent did project interventions target the individual, community, and institutional levels? What were the challenges (external/internal)? What opportunities exist? To what extent LWF mainstreamed the crosscutting themes in programming?

Efficiency: What resources were mobilized for implementation? How were the resources used? Could there have been a better way to achieve more with the same resources? How well did all departments work, support, and complement each other? Assess how well the program was managed (operational efficiency). Interrogate the extent to which the organization structure and systems supported the realization of the program.

Impact: what changes have been realized among target groups, duty bearers, systems, norms, etc., over the five years? Positive, negative, intended, unintended? Why?

Sustainability: Which of the above changes will last longer (more than one year)? Are there program benefits that are likely to continue? What structures and measures have been implemented to ensure the change lasts beyond the program? i.e. transfer of skills, etc.

3. Provide strategic guidance for the development of the next program strategy. This includes identifying the scope of changes needed, areas requiring modification, and areas to be continued, encompassing content, intervention methodology, and organizational/support systems. These recommendations will be based on the evaluation's findings.

The outcomes of this evaluation will shape the design and implementation of future programs and contribute to the development/redefinition/modification of the next country's strategy.

4. SCOPE OF WORK

This dual assessment evaluates the Kenya Country program work over the past five years using a framework provided for the End Term Review of the Country Strategy. Findings will be used to develop the next Country Strategy.

The program evaluation focuses on specific interventions under the three thematic areas implemented in the Kakuma Refugee Camp, Kalobeyei Integrated Settlement, and Dadaab Refugee Camp. The evaluation will be a participatory process conducted at the field level. All projects implemented in the past five years will be reviewed in this evaluation. The primary individuals and groups involved as key stakeholders and respondents will consist of program personnel (LWF staff), beneficiaries of the projects (both refugees and host community members), relevant government agencies, and partner organizations.

5. APPROACH AND METHODOLOGY

LWF proposes a blend of quantitative and qualitative approaches for the **Program Evaluation** - the OECD DAC criteria. The consultant is encouraged to expound on these criteria using Key evaluation questions

that will help assess the various aspects of the criteria. Potential methodologies may encompass an expanded application of outcome harvesting methods, including household surveys, key informant interviews, focus group discussions, a comprehensive review of documents, analytical assessments, case studies, participatory observations, feedback gathered from fieldwork, and the documentation of case studies, best practices, and lessons learned. The consultant will be expected to recommend a preferred methodology that prioritizes inclusivity, active participation, and adherence to ethical considerations. LWF being a CHS-certified organization, the nine (9) Core Humanitarian Standards (CHS) commitments will guide and complement the above OECD/DAC criteria during the evaluation ref. <https://corehumanitarianstandard.org>

The **End Term Review** of the Strategy will include a review of the broader Programmatic and organizational objectives conducted through a participatory workshop. *Somalia will be considered separately during the workshop.*

6. DELIVERABLES

The consultant will be responsible for preparing and submitting the following deliverables;

- An inception report.
- A draft report of the findings submitted to LWF program team for feedback (including related materials from interviews conducted).
- A final report written in English (soft copy), maximum 50 pages including findings, best practices, lessons learned, recommendations, and an *Annex specific to ALWS outcome areas*¹. The structure and format of the final report will be agreed upon by LWF and the consultant.

7. SUBMISSION CRITERIA

PART A: TECHNICAL PROPOSAL

- The Technical Proposal shall be straightforward and concise, describing how the consultant intends to carry out and deliver on the abovementioned task. No cost or pricing information is to be included in the technical proposal.
- Technical proposals are limited to 15 pages in total. Organizational Information, CVs of proposed personnel, and examples of previous relevant work are to be included in an Annex. The page limitation does not include key personnel resumes, dividers, and past performance report forms. Bidders are encouraged to provide an Annex, or “portfolio,” of samples demonstrating experience performing similar activities. The Annex can include copies of photographs, other visual representations, and media/social media clippings. The Annex should not exceed ten pages.

The technical proposal shall be formatted using the following sections:

Technical Approach– Narrative not to exceed five (5) pages.

- The bidder shall demonstrate his/her understanding, ability, and overall approach to perform the requirements described in the Scope of Work/Tasks/Activities. S/he shall clearly explain how

¹ **Kakuma:** Access to inclusive, safe education has increased for the Project’s target groups and communities; The quality of inclusive, safe education has improved; The reception services received by newly arriving asylum seekers support them to maintain their dignity; Duty bearers are more transparent and accountable.

Dadaab: Access to quality education has increased for the Project’s target groups. How big is the change to date?



they propose to structure, design, manage, and execute the work required that meets LWF objectives.

- The Technical Approach must include a timeline or Gantt chart of the deliverables required to execute this project.

Capability Statement - Narrative – not to exceed two (2) pages.

- The bidder shall demonstrate his/her specialized competence about the requirements of the tasks/activities. S/he shall demonstrate they have the necessary personnel to successfully comply with the contract requirements and accomplish the deliverables.

Past Performance – Narrative not to exceed five (3) pages.

- The Bidder shall provide at least three (3) examples of past performance of implementing similar projects. The past performance examples must be within the last three (3) years and similar in scale and relevance. S/he must provide references for each example, including the reference's name, title, phone number, and email address.

Personnel/Staffing – A narrative not to exceed two (2) pages.

- A summary describing the proposed staff for the project, including up to three team members. The summary shall include names, relevant qualifications of similar experience, and the proposed role for each individual. A Project Manager must be identified with a minimum of five years' experience in related project management.
- The bidder must also include the CVs of the key staff members involved in the Project, including the Project Managers and up to 3 Team members. Each CV should not exceed three (3) pages.

PART B: Financial PROPOSAL

- The bidder shall propose a realistic and reasonable cost for this work.
- The cost should be in Kenya Shilling (KES) and include all applicable local taxation. The financial proposal shall list all costs associated with the assignment.
- Items described in the technical proposal but not priced shall be assumed to be included in the prices of other items or at the consultants own cost.

8. EVALUATION CRITERIA

- This solicitation is open to individuals or local firms/companies registered in Kenya, specializing in research.
- The selected Consultant will be responsible for designing and executing all activities outlined in this Request for Proposal in coordination with LWF.
- Proposals will be evaluated using the quality and cost-based selection, with a total score calculated out of 100% of which 80% is the weight of the technical proposal and 20% is the weight of the financial proposal.
- Proposals meeting the mandatory requirements will be evaluated for technical merit based on the criteria in the below chart. Those proposals scoring 65 points or higher (out of 80 points) will be considered for cost-effectiveness

Section	Description	Maximum Points
Technical Approach	Proposed structure, design, and approach to conducting the survey. (25 points)	35

	Timeline or Gantt chart of the activities required for execution. (10 points)	
Capability Statement	Demonstrate the necessary organizational systems and personnel to successfully comply with the contract requirements and accomplish the expected results. (15 points)	15
Past Performance	- Inclusion of at least three relevant past performance examples of similar projects. (10 points) - References provided by past clients for these examples and their evaluation of the bidder's ability to deliver on time and within quality and budget expectations. (5 points)	15
Personnel/Staffing	Qualifications and past relevant experience of the lead consultant and up to 3 team members proposed to perform the requirements of this scope of work. (15 points)	15
Technical Evaluation Threshold (Only offers that receive a technical evaluation score of 65 and above points (out of 80) will be considered for cost evaluation.)		
Cost Evaluation	The financial proposal will be evaluated using the following formula: $FS = 20 * \text{lowest price} / F$, where FS is the financial score, and F is the proposal's price under consideration.	20
Total Points		100

9. MANAGEMENT OF THE CONSULTANT

The Country Representative will assume the overall responsibility for contract management, and the consultant will work directly and closely with the Program Manager and Finance Manager.

10. HOW TO APPLY:

Interested and qualified consultant(s) should submit their technical and financial proposals to procurement.nairobi@lutheranworld.org with the e-mail subject line clearly marked; **DF: xxx END-OF-TERM REVIEW OF THE LWF COUNTRY STRATEGY 2019-2024 AND PROGRAM EVALUATION.**

The deadline for submission of applications is 6th November at 5pm EAT.



Annex 1: ALWS would like an Annex to the report to address the following:

The LWF Kenya Refugee Assistance Projects are part of ALWS' program portfolio aimed at delivering ALWS Strategic Plan². The key Program Outcomes under this strategy are:

1. Improved livelihoods for the most vulnerable.
2. Increased protection (from harm, disasters), social and environmental safeguards, inclusion, and social cohesion for the most vulnerable.
3. Increased provision of quality services to the most vulnerable by institutions in government at different levels, and non-profit and private sectors.
4. Increased timely, relevant, quality, and inclusive lifesaving assistance to disaster affected populations.

As such, the annex should contain a synthesis of the impact of the program across the various project outcomes grouped within the above 4 domains of change as follows:

A. Provision of quality services to the most vulnerable by institutions in government at different levels, and non-profit and private sectors.

The extent to which:

Kakuma:

- Access to inclusive, safe education has increased for the Project's target groups and communities.
- The quality of inclusive, safe education has improved.
- The reception services received by newly arriving asylum seekers support them to maintain their dignity.
- Duty bearers are more transparent and accountable.

Dadaab – Education:

- Access to quality education has increased for the Project's target groups. How big is the change to date?

B. Protection (from harm, disasters), social and environmental safeguards, inclusion, and social cohesion for the most vulnerable.

The extent to which:

Kakuma:

- The protection of children and youth in the host community has improved.
- The protection of children and youth in the refugee community has improved.
- The development, resilience and behaviour of adolescents and youth in the Project's target communities has improved.
- Peaceful coexistence has increased between the refugee and host communities.
- The social cohesion of the target host communities is enhanced.

Dadaab:

- Access to protection and psychosocial support services for the Project's target groups has improved.
- School-based psychosocial support services to at-risk children are enhanced.
- Access to protection and development programs for the Project's target groups has improved.
- The psychosocial wellbeing of the Project's target groups has improved.
- The realisation of rights for all is enabled by Duty Bearers.

C. Livelihoods (including Food Security and Climate Change Adaptation) for the most vulnerable:

The extent to which (Kakuma)

- Access to a sufficient supply of drinking water has increased for the Project's target communities.
- Access to sustainable livelihoods has increased for the Project's target communities.
- Food security and livelihoods have improved for the Project's host communities.
- The resilience of the Project's host communities in relation to their livelihoods options is enhanced.
- The Project's target population has improved their livelihoods.

Timely, relevant, quality, and inclusive lifesaving assistance to disaster affected populations.

Dadaab:

- How adequate was the emergency response you provided for the targeted most vulnerable, disaster-affected people?

² [ALWS Strategic Plan draft v2.5](#)