# Terms of Reference (ToR) for Acme’s End of Project Evaluation



# Project Summary

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| **Project Title:** | Cross Border Peace and Resilience Project |
| **Project Implementer:** | Acme Development Organization |
| **Development Partner:** | Bread for the World |
| **Project Locations:** | Turkana West Sub-County |
| **Project Number** | A-KEN-2023-5117 |
| **Project Period** | 1st May 2023 to 30th April 2025 |
| **Project Beneficiaries** | Women, youth and Peace Committees |

Respond to the advert through: info@acmekenya.org

# Introduction and Background

## Acme Development Organization

ACME Development Organization is a Non-State Peace and Development Organization founded in December 2019. The organization works to address challenges faced by the nomadic pastoralists and marginalized groups in Kenya, focusing on conflicts, poverty, inadequate access to water, sanitation, and hygiene, climate change and natural resources management. ACME's approach emphasizes Community Driven Development (CDD), with active participation from marginalized groups like women and youth to foster peace and inclusivity.

## 1.2 Overview of the Project

The Cross Border Peace and Resilience Project (CBPRP) is a two-year initiative funded by Bread for the World, focusing on the Turkana West sub-county in Kenya and the Kaabong area in Uganda. The project's focus area is within the Karamoja Cluster, a borderland located in the arid and semi-arid lands (ASAL). The region is predominantly inhabited by pastoral communities that are highly susceptible to the adverse effects of climate change and natural hazards. These challenges manifest in various forms, including desertification and the degradation of rangelands. The consequences are severe, leading to recurring droughts, food shortages, and ongoing conflicts.

The primary objective of this initiative was to address the multifaceted challenges arising from climate change and the emerging conflicts within the area. The specific objective of the project is two-prong:

i. To enhance the peace and security of the people of Turkana West and Kaabong

ii. To enhance the resilience of communities to drought and related disasters.

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| **Objective(s)** | **Indicator(s)** |
| Objective 1 | Indicator 1.1 |
| The peace and security of the people of Turkana West and Kaabong is enhanced. | At least 50% increase in the number of women from Kalobeyei & Letea Wards actively engaged in peace building activities by 2025. |
| Indicator 1.2 |
| At least 50% increase in the number of potential / actual conflicts in Kalobeyei & Letea Wards successfully resolved by supported peace committees by 2025. |
| Objective 2 | Indicator 2.1 |
| The resilience of communities in Turkana West to drought and related disasters is enhanced. | At least 50% of the supported farmers in Kalobeyei & Letea Wards establish (group) climate SMART agro enterprises by 2025. |
| Indicator 2.2 |
| At least 50% of the established agro enterprises engage in diverse alternative climate SMART on farm activities by 2025. |

# Purpose, Objectives, and Scope of Evaluation

## 2.1 Purpose and Specific Objectives

**Purpose:** To evaluate the project performance in achieving the project objectives and outcomes. It will help to review the project strategy and areas for replicability, improvement, and learning.

**Specific Objectives:** These include the following:

1. To measure the end-line data and assess the extent to which the project indicators, targets, and milestones have been met, and how the results contribute to the overall objectives of enhancing peace and resilience in the target regions.
2. To evaluate the appropriateness of the project strategies and approaches on sustainability (especially working with community and government structures), gender equality, and social inclusion.
3. To identify major external factors that influence or impact project performance and sustainability specific to women’s roles in conflict resolution, decision making and community leadership.
4. To highlight lessons learned, and good practices and make recommendations for future operations or projects.
5. To examine both positive and negative intended and unintended outcomes that may not have been anticipated during the projects design and implementation phases.

## 2.3 Scope of Evaluation

Geographical and project parameters.

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| Assignment Title | Cross Border Peace and Resilience Project (CBPRLP) |
| Location | Turkana West Sub-County |
| Duration | 20 Days |

The purpose of conducting this evaluation is to assess the long-term impacts, sustainability, and unintended consequences of the project implemented by Acme Development Organization in Turkana West Sub County. The evaluation will be conducted in Turkana West Sub-County and its environs.

# Key Evaluation Questions.

The Key Evaluation Questions (KEQs) are tied to the criteria developed by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) and cross-cutting themes through a human rights and gender equality lens.

## 3.1 Relevance

Assess the extent to which the project objectives and activities responded to the needs of the target group. We expect the consultant to respond to the following questions.

1. To what extent is the nexus project approach relevant in addressing the inherent humanitarian and developmental needs of the targeted communities?
2. To what extent are project objectives, planned activities, and planned outputs consistent with the intended outcome and impact? To what extent is the project aim and objectives still valid?
3. How well did the project respond to the priority needs of the target communities and partners? Have the target groups been actively involved in planning, implementing, monitoring, and adapting the project intervention to guarantee that their needs are taken up in the project?
4. Did the project design adequately address priority environmental and social issues? How was the project design adjusted to respond to any changes in the operating context?
5. How adequate was the rigor of analysis that informed the project design (e.g., comprehensiveness of analysis of risks, assumptions, depth of gendered analysis etc.)?
6. Were the inputs and strategies used realistic, appropriate, and adequate to achieve the results?

## 3.2 Delivery and Efficiency

The consultants to address the following questions relating to how the project was delivered:

* + - 1. To what extent did the project efficiently deliver planned output and outcomes? Were the resources effectively utilized?

1. How effective were the project monitoring & evaluation systems or practices (e.g., collection, organization, analysis, and use of baseline/ project implementation data to inform decisions)?
2. What was the quality of day-to-day project management especially work plan and implementation, budgetary controls, risks management, accountability, project governance structures? Are these adequate and fit for project purposes?
3. Were project approaches, strategies, and interventions appropriate, realistic, and adequate to lead to defined objectives? Would there have been alternative better ways/ approaches of achieving similar results?
4. To what extent were gender and relevant horizontal inequalities (ethnic, religious, geographical, etc.) taken into consideration during the implementation of the project?
5. To what degree were other cross-cutting elements such as climate change, disability, and or conflict resolution taken on board during project implementation? What have been the results of these?
6. Were sufficient linkages made to local government departments and other local service providers?
7. What are the strengths, weaknesses, opportunities, and threats of the project implementation process?

## 3.3 Effectiveness

Establish whether the project reached its intended objectives/ outcomes. The following questions will be critical to this criterion:

1. To what extent have planned project objectives/outcomes & corresponding indicators been achieved?
2. What major factors contributed to the achievement or non‐achievement of objectives?
3. Were the activities and the approach used effectively to lead to benefits for the vulnerable and special target group of the project? What challenges did the project encounter? What solutions did it present and how effective was it?
4. Were the set target values for the indicators realistic? Were they ambitious enough?

## 3.4 Impact

Using the project indicators, assess and note major areas of impact of the project, with specific attention to the following questions:

1. The most significant changes at the impact level - positive or negative; expected or unexpected – were brought about or contributed to by the project. This should include any changes in attitudes, behaviors, capacities, relationships, quality of life/living conditions, or practices.
2. What changes are evident of the community demonstrating greater inclusion and equity (i.e., increasing access, removing barriers to participation and resources, and ensuring representation of vulnerable and marginalized people in community life and decision-making processes/bodies)? How has the project contributed to this?

## 3.5 Potential for Sustainability, replication, and magnification

Examine sustainability measures put in place by Acme by answering questions such as:

1. To what extent are techniques introduced by the project for access to water, food security, disaster risk response, and peacebuilding sustainable?
2. What new or existing structures/institutions, or linkages/partnerships have been designed to ensure the continuation and sustainability of the achievements? Specifically consider their capacity, community goodwill, access to resources, established links with government line ministries/agencies, and the changing context.
3. Have the target groups been empowered to actively play their roles in their communities independent from the project and able to take a lead in championing their interests on their own in the future?
4. How effective were the approaches used by the project to transfer its deliverables to the community and phase out assistance?
5. To what extent can project outputs, outcomes, and impacts continue or be scaled when the project/funding ends? What are the key factors that will require attention to improve the prospects of sustainability of project outcomes and the potential for replication of the approach?
6. To what extent have the project and Acme’s approaches, or techniques supported, and built resilience of the communities considering increasing disruptions such as droughts, floods, and community conflicts among others?

## 3.6 Institutional Modalities

The consultant to explore these questions that relate to Acme structure and organizational setup:

1. To what extent were the project management and governance structures adequate for facilitating the delivery of project outcomes?
2. How did the management of the project work? How did the internal decision-making processes at Acme affect project delivery?
3. How effective was Acme’s Project Management Unit in the planning and implementation of project interventions and strategies?
4. Which measures did the project management unit take while implementing the project that has a contribution to the sustainability of Acme as an institution?

## 3.7 Conclusions, Lessons, and Recommendations

Based on the findings of the project evaluation:

1. Draw major conclusions regarding all evaluated areas (in terms of a reasoned judgment related to what happened in the project).
2. What are the main lessons that have emerged in terms of what works well / what does not work well and why?
3. What are the actionable recommendations for similar projects/practices in the future?

# 4.0. Evaluation Approach and Methodology

## 4.1 Evaluation Approach

This is a summative evaluation involving qualitative and quantitative methods and the consultant will be expected to propose the full methodology (which includes but is not limited to design, stakeholder identification, sampling design, data collection methods, data collection tools, data quality measures, data collation, data analysis, and reporting) in the inception plan.

## 4.2 Data Collection

The evaluation will be required to collect the following data from a representative sample that includes internal/external stakeholders, direct project participants, and secondary data sources, structured and semi-structured surveys.

1. *Quantitative data:* It will be used to measure indicators of the project expressed in terms of numbers/ percentages (quantitative indicators). Information will be collected using a survey, which will be administered to a sample of households. The consultant will need to design and get Acme’s approval of the sampling technique and size which would be representative, and adequate to detect the changes observed.
2. *Qualitative data:* Qualitative information will be collected through participatory approaches including but not limited to Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs), with key stakeholders including project participants, community group leaders, officers from government line ministries and agencies, project staff, and others to complement the information collected through quantitative approaches.
3. *Secondary document review:* A review of related documents and literature will also be important to establish key insights relevant to the effective implementation of the project.
4. *Change stories:* Capture and develop at least one success case story from the project outcome area.

The evaluation must collect relevant demographic data on target beneficiary groups in the project locations. All data, both qualitative and quantitative, must also be disaggregated by location, age, gender, disability etc.

## 4.3 Evaluation Tasks

The Project Evaluation will be conducted in the project implementation areas of Acme. The evaluation will entail the consultant undertaking the following specific tasks: -

1. Participate in briefing and consultation meetings to discuss the assignment and become familiar with the Acme activities on developing the end-line evaluation design and execution plan.
2. Review the project documentation and necessary literature.
3. Develop an Inception Report with a comprehensive methodology including information on data collection and analysis, and an evaluation framework (that demonstrates the methods to be used to study each Evaluation question as well as the work schedule.
4. Develop in collaboration with Acme a detailed evaluation research and analysis plan, including plans for pre-testing tools, recruitment and training of research assistants, meaningful participation of community members, sampling methodology, data collection in the field, qualitative and quantitative data analysis, and reporting.
5. Develop in collaboration with Acme, rigorous and robust, qualitative, and quantitative data collection tools, (Preferably be online data collection tools) that gather reliable and replicable data on each of the project indicators (sample tools to be developed, shared, and approved by Acme before data collection). Provide detailed indicator protocols describing the data collection methodology for each indicator.
6. Lead data collection in the field including designing and leading key informant interviews and focus group discussions; designing and leading surveys; training research assistants/enumerators; testing and refining the tools, monitoring, and ensuring data quality and research ethics of research assistants.
7. Rigorously analyze data using appropriate statistical and qualitative analysis techniques.
8. Develop project endline evaluation report.
9. Prepare, present, and submit a high-quality end-line evaluation report and a summary PowerPoint presentation to Acme.

## 4.4 The Evaluation Time Frame

The evaluation is expected to start on 10th February 2025 for an estimated duration of 20 working days. This will include desk reviews, preparation for fieldwork, fieldwork – data collection, data analysis, and report writing.

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| **Activity** | **Time in days** | **Deliverable** |
| Kick-off meeting and clarification meeting- to provide an initial briefing with the selected consultant. | 1 | Inception report |
| Completion of the inception report | 2 |
| Desk Review- evaluation research and analysis plan, including plans for pre-testing tools. | 4 |  |
| Field visits-data collection. | 7 | Draft Evaluation Report |
| Data analysis and debriefing and starting to put together the draft report. | 3 |
| Draft report presentation and validation meeting with the consultant. | 1 |
| Consultant finalization of evaluation report incorporating additions  and comments and submission to ORG’s Name | 2 | Final Evaluation Report |
| **Total time** | **20** |  |

## 4.5 Expected Deliverables

The deliverables will include, among others, the following:

* 1. Technical and financial proposals for the assignment (not more than 10 pages, excluding CVs and other attachments) – see section 7 below for guidance.
  2. Inception report by the consultant within 3 days upon signing of the consultancy contract. The inception report will include among others:

1. Feedback on the evaluation ToRs, the feasibility of the proposed evaluation design, potential limitations/ restrictions, and additional issues and questions that need the attention of Acme.
2. Revised approach, methodology, and instruments for data collection, organization, and analysis
3. Sampling of evaluation respondents (stakeholders, number of participants, etc.)
4. Schedule and logistical Support needed to successfully undertake the process.
5. A detailed schedule/ work plan, with clear roles and responsibilities
   1. Draft evaluation report with clear findings, conclusions, and recommendations for review (the evaluation report needs to address the OECD DAC criteria for evaluation in detail)
   2. Final evaluation report maximum 25 pages both in hard and electronic format (MS Word as well as PDF) exclusive of appendices. The reports must respond to all evaluation questions in this ToR. The evaluation report shall as a minimum contain.
6. Preliminary pages (table of contents, list of acronyms, acknowledgments etc.)
7. Executive Summary - a tightly drafted free-standing document including the key issues of the evaluation, main analytical points, conclusions, lessons learned, and recommendations. (of 2-3 pages)
8. Introduction: a brief description of the project, the purpose of the evaluation, evaluation methods used etc.
9. Evaluation objectives process, design/methodology and limitations
10. Detailed evaluation findings for all assessed areas per the ToRs (highlight, findings, implications, and where applicable specific recommendations).
11. Conclusions, Lessons, and Recommendations based on evidence and an analysis.
12. Annexes/ appendices including a List of all evaluation respondents (by gender and social representation); List of all referenced secondary data; and all primary source data/ data sets, both quantitative and qualitative, generated during the evaluation in an electronic file in an easily readable format.
13. All raw data: transcripts from In-depth Interviews, FGDs, and cleaned data set used for analysis and production of the final report in an acceptable electronic format.
    1. A power point slide deck summarizing the main findings, conclusions and recommendations from report presented to internal stakeholders at Acme and participants of the study
    2. Implementation plan of the recommendations
    3. Any other technical or process reports

The draft evaluation report should be delivered within 18 working days of completing data collection, while the final report must be submitted within X working days after validation /receipt of inputs into the draft report from Acme. The final report shall incorporate the comments and suggestions from Acme and its partners BftW.

## 4.6 Ethical Requirements

The consultant is expected to strictly adhere to Acme’s Code of Conduct and other relevant policies. It is the consultants’ responsibility to ensure that any persons hired, used, or involved in any way during the process are made familiar with the relevant policies and commit to abide by them during the execution of this work. The consultant and associates must sign Acme’s code of conduct before engagement in the assignment.

# 5.0. Roles and Responsibilities

## 5.1 Responsibilities of Acme

1. Develop a contract agreement with the consultant.
2. Review the inception report and provide feedback for improving the same.
3. Provide relevant background information and other relevant documents for the project.
4. Provide population data for sampling for the target location.
5. Provide logistical support.
6. Provide/assign staff for coordination on the planning of the evaluation.
7. Make inputs into the draft end-line evaluation report before final approval of the same.
8. Cover all reasonable aspects of the evaluation costs per agreed budgets and Terms of Engagement

## 5.2 Responsibilities of the individual consultant/consultancy firm

1. Develop and present a technical proposal for evaluation of the work plan and budget.
2. Design evaluation tools.
3. Recruit and train research assistants (if necessary), Pay research assistants based on reasonable market rates and facilitate field travel for the research team.
4. Undertake the evaluation exercise according to the agreed ToR and “understanding of the ToR.”
5. Based on the findings, compile a draft evaluation report, which will be shared with the Acme.
6. Incorporate comments and finalize the report as agreed between the consultant and Acme.
7. Present a soft copy and 3 well-bound hard copies to Acme.

# 6.0 Expertise and Qualifications

This evaluation should be undertaken by an external consultant with a range of skills and experience in order to deliver an insightful evaluation. They should be experienced in gender sensitive data collection

techniques and can lead the data collection team. It is expected that the consultant will have the

following qualifications and experience:

* Extensive and demonstrated experience in designing, facilitating, and coordinating impact evaluations in the development sector by non-governmental and donor agencies (bi-lateral and multilateral agencies)
* Extensive and demonstrated experience in the use of mixed methods approaches (integrating quantitative and qualitative data), statistical analysis and interpretation of results.
* Experience using digital data collection methods, for example, ODK, KOBO Collect, GIS.
* Demonstrated ability to lead and coordinate a multi-disciplinary team in MEL activities.
* Be well-versed and extensive knowledge of the target Sub-County geographically, in terms of culture,
* terrain, local population, and other details, and has carried some related or similar work in the region.

# 7.0 How to Apply

Interested and qualified consultants are invited to submit a technical and financial proposal that includes:

## 7.1 Technical proposal:

The Consultant should incorporate the following in the technical proposal.

1. A cover Letter expressing interest and availability for the tasks.
2. Evaluation title, and methodology (state details about the sampling, evaluation design, sample size, data collection systems, techniques /methods, key parameters, key questions, and respondents).
3. Understanding of the tasks/ TORs, similar works previously done/ track record, data quality assurance & management, evaluation framework, expected deliverables and timelines, and brief profiles of the evaluation team members.
4. Recent curriculum Vitae (max.3-4 pages) of the lead Evaluators and team members as annexure. Recent evaluation reports attached to the proposal are an added advantage.
5. The technical proposal should mention the team composition (proposed position/expertise, key tasks, allocation of time, name, brief on education, and experiences required for this assignment).
6. Two samples of reports previously undertaken for similar assignments.

## 7.2. Financial proposal:

The Financial bid should indicate the following: -

1. Number of days required for the assignment.
2. ALL envisaged evaluation costs (professional fees and ancillary costs such as travel, logistics expenses to Acme office and project areas, taxes, accommodation, validation, etc.). The budget must specify the daily professional fees/ consultancy rate. All costs must be in Kenya shillings.

The application must be submitted not later than 31st January 2025to **info@acmekenya.org** with the subject line “Consultancy to conduct End-term evaluation of CBPRP.”

**Incomplete and late submissions will not be considered.**