

TERMS OF REFERENCE: EVALUATION OF THE REFUGEE RESPONSE IN THE CONTEXT OF THE INTEGRATED SOLUTIONS MODEL IN AND AROUND KALOBYEI, TURKANA (KISED)

JOINT EVALUATION BY UNHCR AND DENMARK

Introduction and background for the evaluation

1. This document has been prepared by the Evaluation Service (ES) of UNHCR and the Evaluation Department (EVAL) in the Ministry of Foreign Affairs of Denmark, with input from UNHCR's operation in Kenya, and outlines the background, overall purpose, focus and deliverables of an evaluation of the integrated solutions model for the refugee response in and around Kalobeyi, Turkana, Kenya. This document also describes the key focus areas of the evaluation and the potential methodology to be followed.
2. Kenya is one of Sub-Saharan Africa's largest host countries for refugees, hosting more than 470,000 refugees, primarily from Somalia and South Sudan¹. Kenya is an important driver for economic growth in the region and has been one of the fastest growing economies in Africa for over a decade. However, Kenya is also marked by high regional inequalities, with Turkana in North-Western Kenya being one of the poorest areas of the country hosting about a third of officially registered refugees. As such, the Kakuma Refugee Camp and Kalobeyi Settlement host over 185,000 refugees and asylum-seekers.
3. In order to provide an integrated solution to refugees' protection and assistance, which can also benefit the host communities in Kenya by having a humanitarian-development nexus, and in close collaboration with the government of Kenya and its international partners, UNHCR developed an Integrated Socio Economic Development Programme (KISED). KISED is a 15-year long plan and multi-agency collaboration to develop the local economy and provide for refugees residing in Turkana. The KISED included the establishment of the Kalobeyi settlement close to Kakuma and is co-led by the Turkana County government and UNHCR in partnership with WFP, FAO, UN Habitat, UNICEF and IFC/World Bank.
4. Against this background, Denmark and UNHCR is jointly initiating an evaluation to understand the dynamics and roles of key development and humanitarian actors in improving the situation for refugees and host communities in and around Kalobeyi, Turkana. The evaluation is framed as a joint evaluation between Denmark and UNHCR, in an effort to learn collectively from new models of providing protection, assistance and solutions to refugees, which may provide learning, also more generally, on effective responses for persons affected by the growing global displacement crisis. As a joint evaluation between UNHCR and EVAL, the assignment will be undertaken in line both with UNHCR's revised Evaluation Policy and the Evaluation Policy for Danish

¹ Total refugee population in Kenya as of 31 July 2018 was 471,330. UNHCR Kenya Population July 2018: <http://www.unhcr.org/ke/857-statistics.html>

Development Cooperation (2016) and Evaluation Guidelines (2018). To ensure the best conditions for learning for all stakeholders, the evaluation process is designed to reflect the learning priorities of both UNHCR, Denmark and other stakeholders operating in and around Kalobeyei, Kenya.

5. The point of departure for the evaluation is UNHCR's role in supporting the KISED, but equally includes other stakeholders involved in refugee responses and development in Kalobeyei and Turkana more broadly. The evaluation will focus on roles in relation to cooperation between various government, humanitarian, development and private actors, as well as refugee and host communities themselves with a view to formulate – and achieve – shared outcomes for the refugee population in and around Kalobeyei, aimed at improving the overall situation for refugees and refugee hosting communities in Kalobeyei/Turkana.
6. While the evaluation will seek to provide evidence of opportunities and challenges – both institutional and contextual – for inclusive refugee responses more broadly, the focus of the evaluation is on the Kalobeyei refugee settlement and the host communities surrounding the settlement. Kalobeyei was created in June 2016 to integrate refugee and host communities socio-economically. The development of KISED provides an interesting and relevant new model for collaboration between humanitarian and development actors aiming to support integrated solutions. The KISED went through a preparatory phase between 2016 and 2017, and is now in its first of three phases, each running from 2018-22, 2023-27 and 2028-30. The KISED has entered its 3rd year of implementation, aiming to develop the local economy and service delivery in the Kalobeyei refugee settlement and surrounding host communities. Through enhancing socio-economic integration of refugees into local society, the aims are to reduce dependence on humanitarian aid while also fostering local growth and development and maintain or improve social cohesion between refugees and the host population. This represents a major paradigm shift in the approach to refugee settlement in Kenya.
7. The evaluation is framed in the broader context of the New Way of Working and the aims of the Comprehensive Refugee Response Framework and will support the further development and thinking with regards to both².

Context

Overview of refugee situation in Kenya, Turkana and Kalobeyei

8. Kenya is one of Sub-Saharan Africa's largest host countries for refugees, hosting more than 470,000 refugees and asylum-seekers as of 31 July 2018 primarily from Somalia (58.2 per cent) and South Sudan (22.9 per cent), but also from for instance DRC and Ethiopia³. Kenya's economy is one of the biggest in the region but marked by high regional inequalities. The main refugee hosting regions, with the exception of Nairobi, are economically and politically underdeveloped. Turkana County, in North-Western Kenya is one of the poorest regions in Kenya, a largely pastoralist economy with arid and

² The Comprehensive Refugee Response Framework presents a comprehensive response designed to ensure a) rapid and well-supported reception and admission measures; b) support for immediate and ongoing needs (e.g., protection, health, education); c) assistance to national/local institutions and communities receiving refugees; and, d) expanded opportunities for durable solutions. These elements are designed to meet four objectives: to ease pressures on countries that host large numbers of refugees, to enhance refugee self-reliance, to expand third-country solutions, and to support conditions in countries of origin for return in safety and dignity.

³ Sources: Kenya Operation Statistics (UNHCR) <http://www.unhcr.org/ke/857-statistics.html>, UNHCR Kenya Fact Sheet <http://www.unhcr.org/ke/wp-content/uploads/sites/2/2018/01/Kenya-Operation-Factsheet-December-2017-.pdf> and UNHCR Global Trends Report 2017

semi-arid land. Economic and governance structures benefited from the ongoing devolution process. Turkana County is currently the largest beneficiary of devolved funds from the state budget. Other factors such as the discovery of oil in 2012 and two large aquifers in 2013, and the development of an improved road network⁴ are also set to impact the regional economy⁵.

9. In terms of fragility, challenges arise from both internal conflict as well as regional impact of the civil war in Somalia and the conflict in South Sudan. Large terrorist attacks occurred in 2013 and 2015, inter alia leading to a backlash on refugee populations in the country, specifically of Somali origin⁶ in Nairobi and Dadaab.
10. About 40 percent of officially registered refugees in Kenya are hosted in Turkana County, specifically in Kakuma Refugee Camp and Kalobeyei Settlement. Kakuma and Kalobeyei hosts over 185,000 refugees and asylum-seekers, representing some 15% of the total population of Turkana County as of end 2017. The majority of refugees in the Kakuma camp and Kalobeyei are from South Sudan, but also hosts refugees from Ethiopia, Rwanda, Burundi, DRC, Eritrea, Somalia, and Sudan⁷.

Government of Kenya Policy

11. Kenya is a signatory to the 1951 Refugee Convention and national law is enshrined in the Kenya Refugee Act 2006. The current Act places restriction on refugee movement and the right to work.
12. Refugee management, which is a function of the Ministry of Interior and Coordination, rests within the central government where UNHCR coordinates refugee management with the Refugee Affairs Secretariat (RAS), while also working increasingly with County governments and line ministries, in particular Ministry of Education, Science and Technology, Ministry of Health, the Ministry of Gender and the Ministry of Environment. Cooperation with national and international agencies to coordinate service delivery to refugees and host communities is done through the framework of the Kenya Comprehensive Refugee Programme (KCRP). In addition there are the regular inter-agency coordination meetings undertaken in both Dadaab and Kakuma as well as in Nairobi, with the Interagency Working Group (IAWG), the UN Country Team (UNCT) and with WB/IFC. In particular, UNHCR works with the Government of Kenya, Turkana County Government and other UN agencies and private sector partners on the Kalobeyei settlement⁸.
13. Nevertheless, international organisations continue to assume a primary role in the delivery and coordination of support to refugees in Kakuma Camp and Kalobeyei Settlement in the Turkana region, through life-saving interventions, meeting their basic needs and addressing their protection concerns. This includes working closely with and supporting RAS with registering refugees, identifying refugees with protection issues and risks, and supporting and working together with the Kenyan authorities providing shelter, food, water and sanitation, health care as well as early childhood education, primary, secondary and tertiary education, supporting technical and vocational educational training, and supporting livelihood opportunities. UNHCR works with other Government of Kenya entities regarding international protection issues such as admission, joint registration and recognition of refugees; maintaining civilian character of

⁴Lamu Port, South Sudan, Ethiopia Transport Corridor (LAPSSSET) project:
<http://www.lapsset.go.ke/projects/highways/>

⁵ Source: European Union: Regional Development and Protection Programme in Kenya: Support to the Kalobeyei Development Programme

⁶ Ibid.

⁷ UNHCR Country Office Kenya

⁸ UNHCR 2018 Country Operations Plan

asylum, managing camps, issuance of documentation, respect for the principle of non-refoulement; facilitation of movement of refugees within the country through issuance of movement passes, and the provision of safety and security to refugees and humanitarian personnel.

14. Kenya practices an encampment policy with most of Kenya's refugee population hosted in two large refugee hosting areas, Dadaab (approximately 209,500) and Kakuma (185,500), both of which have persisted over decades. Although Kakuma camp was established in 1992, some 67% of the current refugee population arrived during last four years. The urban refugee population in Nairobi amounts to some 71.000 people⁹.
15. To accommodate the increasing number of refugees in Kakuma, the Government of Turkana County allocated some 1,500 hectares of land in Kalobeyei for a new settlement, where refugees started to settle in early June 2016. RAS, the Turkana County government and all key stakeholders have agreed to use this to develop a settlement that will promote the self-reliance of refugees and host communities by providing them with better livelihoods opportunities and integrated service delivery. This approach forms the basis of the Kalobeyei Integrated Social and Economic Development Program (KISED P).

Purpose, focus and intended use of the evaluation

16. The main purpose of the evaluation is to contribute to learning about the integrated settlement model in and around Kalobeyei. By documenting lessons learned from a concrete effort to link humanitarian and long-term development assistance, the intention is to provide evidence of the potentials and challenges in designing and implementing an integrated solutions model.
17. The overall focus of the evaluation is the KISED P model, taking as point of departure an ambition to collate lessons learned on how to support relevant, effective and sustainable refugee responses, as well as development outcomes for refugees and host communities alike. The evaluation, therefore, looks at the intended aims, purpose and vision explicit or implicit in the KISED P model, including intentions and underlying assumptions on how to succeed in providing protection and solutions¹⁰ to refugees while also benefitting host communities as well as supporting the interaction between the two. The evaluation has an overall learning focus, aiming to provide important evidence on new and innovative approaches for responding to protection and assistance needs through a development model for both refugees and host communities.
18. The evaluation will explore how the model influences protection, assistance and solutions for refugees, while at the same time benefitting the host communities. To this end, the evaluation will assess how government entities and agencies such as UNHCR, UN-Habitat, the World Bank, WFP, UNICEF, WHO, national and international NGOs and other development- as well as humanitarian actors are contributing and could contribute to these aims within their respective expertise, mandate, and obligations. Furthermore, the evaluation will explore how these key stakeholders' roles and responsibilities were envisaged and understood and how their respective contributions were to be coordinated and accounted for. In particular, it will highlight factors influencing effective cooperation and coordination and illustrate the opportunities and challenges for strengthening this.
19. Against this, the evaluation will assess and analyse the implementation of the preparatory phase 2016-2017 and the first year of the first phase 2018-2022 with a view

⁹ UNHCR Kenya Operation Statistics <http://www.unhcr.org/ke/857-statistics.html>, 31 July 2018

¹⁰ Focussed on socio-economic opportunities covering access to basic services, protection and livelihoods

to unpack how the model works in practice. What works, what are opportunities, challenges, drivers and barriers to its implementation? As such, the evaluation will consider relevance and sustainability of the KIDSEP design, including through exploring stakeholder buy-in and shared visions on outcome and purpose.

20. The evaluation will contribute to the learning on effective implementation of a model linking humanitarian assistance with long-term development within the context of refugee protection. The evaluation will therefore allow stakeholders to answer broader questions of how to work more collaboratively with governments and among humanitarian and development actors (including donors), and therefore contribute both to the general development of this specific cooperation and to the organizational learning for UNHCR, but also for donors and other stakeholders involved.
21. It is the intention that the learning can inform and qualify decision-making and policy setting both for Denmark as a donor, and for UNHCR as a key actor in providing protection, assistance and durable solutions for refugees.
22. The primary users of the evaluation will be stakeholders in Kenya who are responsible for, or involved in, providing protection, assistance and solutions to refugees and/or who are stakeholders in providing support to communities hosting refugees in Turkana/Kalobeyi. In particular the local authorities in Turkana, UNHCR's operation in Kenya, other development and humanitarian actors in Kenya as well as the donor and international community more broadly. Other users are the wider state and donor communities and organizations involved in ensuring protection, assistance and solutions for refugees whether through humanitarian efforts or development activities.

Objectives and areas of inquiry

23. The evaluation is designed as a forward-looking evaluation that will allow a wide range of actors and stakeholder to understand the role humanitarian and development stakeholders, and in particular UNHCR, can play in improving the situation for refugees and host communities in and around Kalobeyi, Turkana.
24. The evaluation will use the overall OECD/DAC evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability as an overall reference for the evaluation. It is envisaged that main emphasis will be put on the aspects of relevance, sustainability and effectiveness, but the other criteria will also be considered.
25. The evaluation questions and the evaluation matrix will be prepared in the inception phase of the evaluation. The following areas of inquiry are envisaged to be included in the evaluation:
 - a) The intended aims, purpose and vision in the KISED model, including intentions and underlying assumptions on how to succeed in providing protection, assistance and solutions to refugees and achieving development outcomes for host communities through an integrated model and by fostering local growth and development.
 - b) The implementation of the model – opportunities, barriers and challenges for its implementation and implications for protection, assistance and solutions for refugees, as well as implications for host communities. The assessment of the implementation of the model will include addressing contextual factors affecting implementation, such as the legal framework, socio-economic factors, financing and funding aspects, the interplay between refugees and host communities as well as other practical and logistical issues that might affect the implementation of the model.
 - c) The interplay between the stakeholders, including donors, engaged in providing protection, assistance and solutions in and around Kalobeyi will be looked at in

relation to factors influencing cooperation between humanitarian and development actors. This will involve a thorough organisational analysis of stakeholders, as well as an assessment of institutional relations.

- d) The wider implications, and potential trade-offs, of realising a model such as the KISED P model with regards to mandates, the existence of an enabling environment, the degree to which consensus can be obtained regarding shared outcomes and ultimate criteria for success. This implies analysing the implications for protection and assistance standards and for services, as well as for the actors involved in providing assistance in and around Kalobeyei.

Methodology

- 26. The evaluation focuses on the KISED P as a model for providing protection and integrated solutions to refugees and host communities in and around Kalobeyei, Turkana. As such, the evaluation will look beyond the individual interventions in and around Kalobeyei and assess the model and the plan as an integrated whole. This implies that a thorough analysis of the context and the stakeholders involved in and around Kalobeyei should be used as a basis for the evaluation.
- 27. The evaluation will to a large degree rely on existing documentation from related work. The evaluation will therefore predominantly be based on secondary data sources and extensive stakeholder consultations to understand intentions, visions, and the subsequent implementation of the KISED P. This can be complemented with a stakeholder survey enabling the collation of more quantitative data. In order to ensure validity, triangulation of data will be expected. Methodological considerations on triangulation and data analysis are expected to be included in the technical proposal.
- 28. The following elements should be included in the evaluation:
 - i. A context and stakeholder analysis: A context analysis, based on existing data and consultations with key stakeholders should document the dynamics at play in the region, including socio-economic opportunities, conflict drivers, the development challenges and responses in Turkana and the refugee situation. The stakeholder analysis should outline key stakeholders in and around Kalobeyei, their interests, mandates and objectives. This stakeholder analysis will include refugee populations and host communities as well as community leaders, government actors at both county and national level, international organizations, private sector actors and donors. The stakeholder analysis should include a mapping of institutional and other factors influencing cooperation and linkages between humanitarian and development actors for protection and assistance to refugee populations and host communities. A survey or questionnaire might be included to capture information about stakeholder engagements.
 - ii. Document review of programme documents, progress reports, reviews, evaluations and monitoring data more broadly.
 - iii. Review of other existing documentation, e.g. existing research.
 - iv. Stakeholder interviews, including a small sample of refugee populations and host communities. Consultations with refugee populations and host communities should be organised in collaboration with relevant stakeholders in Turkana and focus group consultations should be considered. Stakeholder interviews will also include donor representatives, civil society organisations and multilateral partners involved in the KISED P.
- 29. The evaluation will be divided into three phases:

- a) An inception phase during which an overall mapping of stakeholders, a context analysis and a detailed evaluation methodology will be developed. The inception phase will include a scoping mission to Kenya in order to consult relevant stakeholders, scope the evaluation further, elaborate relevant and evaluable evaluation questions and secure buy-in from all stakeholders involved in the evaluation. The scoping mission will include a scoping workshop with all stakeholders involved in the KISED P. An inception report will be drafted and approved by the Evaluation Management.
 - b) A main study (implementation) phase, in which the Evaluation Team will carry out field work and data collection in Geneva and Kenya.
 - c) A reporting phase, where preliminary findings will be drafted by the Evaluation Team and discussed in the Evaluation Reference Group (see below) before a draft evaluation report is presented.
30. In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations, as well as the Evaluation Policy for Danish Development Cooperation (February 2016), this evaluation is founded on the inter-connected principles of independence, impartiality, credibility and utility, which in practice calls for: protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.

Expected deliverables and evaluation timeline

31. The evaluation will be initiated late 2018 and expected to be finalised by July 2019. The evaluation is expected to involve the outputs described below. All reporting must be in English.
- An inception report in draft and final version (max. 15 pages excluding annexes), including:
 - i. Description of the KISED P background and context, including a preliminary mapping of relevant stakeholders and their role in KISED P
 - ii. Proposed theory of change for KISED P to be used in the evaluation
 - iii. Description of the evaluation methodology and further clarification of the KEQs.
 - iv. Evaluation matrix, including evaluation questions, judgement criteria and data sources
 - v. Detailed work plan
 - vi. Outline of the evaluation report
 - An inception mission debriefing note for inception and field missions, to be discussed in a debriefing session with UNHCR, the Danish Embassy in Kenya and the Evaluation Management.
 - A short paper on preliminary findings of the evaluation following the field work to be presented to the Evaluation Reference Group.
 - Presentation of stakeholder mapping with recommendations for actions to improve the humanitarian and development linkages in the Kalobeyei refugee response.
 - A validation or dissemination workshop in Kenya, involving relevant stakeholders

- An evaluation report (max. 60 pages). The evaluation report must include an executive summary of maximum 6 pages.
32. All draft reports are submitted to the Evaluation Reference Group for comments and will only be considered final when the Evaluation Managers have approved them.
33. The following timetable shall apply unless otherwise agreed in writing:

Milestones	Date
Initiation of assignment	November 2018
Inception visit, including scoping of evaluation	November-December 2018
Draft Inception report	January 2018
Field work in Turkana	January-February 2019
Preliminary findings paper	February 2019
Draft evaluation report	April 2019
Final evaluation report	May 2019

Organization, management and conduct of the evaluation

34. The evaluation will be undertaken by a Consultant selected through a competitive tender process and managed by EVAL and UNHCR ES. Management of the evaluation will follow the UNHCR's revised Evaluation Policy (2016), the Evaluation Policy for Danish Development Cooperation (2016) and Evaluation Guidelines (2018) as well as the OECD-DAC quality standards (2010).
35. There are three sets of roles in the evaluation process: a) the Evaluation Management b) the Evaluation Team (Consultant) and c) the Evaluation Reference Group.
36. EVAL and ES will jointly assume the role of Evaluation Manager. The Evaluation Management is responsible for:
- (i) Undertake the selection of evaluation team based on received tenders.
 - (ii) Select members for and organise meetings of the Evaluation Reference Group.
 - (iii) Managing the day to day aspects of the evaluation process;
 - (iv) Acting as the main interface with the evaluation team and facilitating communication with relevant stakeholders;
 - (v) Working with the evaluators to review the required data and supporting its analysis.
 - (vi) Reviewing and editing the interim deliverables and final reports to ensure quality and accuracy, as well as relevance to the organization for course correction and learning.
37. The UNHCR Country office will designate a focal point, both in Nairobi and Kakuma, to assist the Evaluation Management with logistical and administrative arrangements when needed. The UNHCR offices in Geneva and Kenya will provide necessary support, including time for interviews and collation of documents, data and other material.

38. The Danish Embassy in Kenya and the Department for Humanitarian Action in the Danish Ministry of Foreign Affairs will equally designate a focal point for the evaluation. The Department for Humanitarian Action will participate in identifying key evaluation questions and participate in ERG meetings as well as provide comments to written outputs of the evaluation. The Danish Embassy in Kenya is expected to support the identification of relevant stakeholders for participation in the evaluation and participate in the ERG as well as provide comments to written outputs of the evaluation.
39. The Evaluation Team will comprise a senior team leader and two experts, as well as translators where needed. The team is expected to produce analytical and written products of high standard. All evaluation deliverables are expected to be informed by evidence and triangulated with data and analysis, copy-edited, and free from errors.
40. The Evaluation Reference Group (ERG) will be established by the Evaluation Management. The ERG will be comprised of representatives from the Danish MFA, UNHCR in Geneva and Kenya as well as a limited number of other select stakeholders such as Kenyan government representative, EU, other donors, the World Bank and/or UN agencies working in and around Kalobeyei. The ERG will meet 3-4 times during the evaluation process.
41. The mandate of the ERG is to provide advisory support and inputs to the evaluation, e.g. through comments to written evaluation outputs. The tasks of the ERG are to:
 - a) Participate in an inception workshop with the Evaluation Team to scope the evaluation, comment on the inception report, preliminary findings and draft evaluation reports with a view to validate findings.
 - b) Support the implementation of the evaluation and promote the dissemination of the evaluation conclusions and recommendations.
42. The language of work of this evaluation and its deliverables is English.

Composition and qualification of the Evaluation Team

43. The evaluation team is expected to consist of minimum three consultants; a Team Leader and two experts. The tenderer may decide to include personnel for additional functions, e.g. subject matter specialists, economists or other. These additional persons will not be assessed on an individual basis, but as part of the overall team composition.
44. The organisation of the team's work is the responsibility of the Team Leader and should be specified and explained clearly in the tender. The team members are expected to complement each other. The organisation of the team's work and the distribution of work days between members will be assessed as part of the assessment of the technical proposal under the criterion "organisation".
45. The following **minimum requirements** apply to the qualifications of the Evaluation Team:
 - All team members must be fluent in English;
 - At least one team member must have extensive experience of working with refugee protection (5 years of long-term or 7 short-term assignments within the last 12 years);
 - At least one team member must have experience from working with development assistance (5 years of long-term or 7 short-term assignments within the last 12 years);
 - The team must demonstrate experience in addressing humanitarian-development nexus work.

46. The following **minimum requirements** apply to the organisation of work:
- The Team Leader will participate in the inception and field work for the entire duration;
 - The Team Leader will be overall responsible within the team for the report writing;
 - The Team Leader will participate in the ERG meetings as well as a start-up meeting in Geneva or Copenhagen;
 - The Team Leader is responsible for the team's reporting to and communication with the Evaluation Manager.
47. The Tenderers should clearly state which of the proposed team members cover the different professional skills for the evaluation. CVs for the Team Leader and two experts will be assessed on an individual basis as part of the selection process.
48. The criteria for assessing the individual team members are described in annex 2.
49. It is a requirement that the Consultant appoints a person responsible for Quality Assurance who will undertake internal quality assurance of the deliverables before submission to the Evaluation Manager and the ERG. The person may be a staff member or may be external to the Consultant and is expected to have a solid experience in planning and managing/undertaking evaluations in topics relevant to this assignment. Expenses for quality assurance should be covered by the Consultant and cannot be included in the financial proposal. The Tender shall comprise a description of the quality assurance procedure. Records documenting the quality assurance process shall be kept by the Consultant, and the Evaluation Manager may subsequently request the Consultant to submit documentation of the quality assurance undertaken.
50. The entity awarded the contract will be expected to deploy sufficient expertise to objectively assess the complex context, coordination, implementation and impact of a refugee response in a settlement and development context. Familiarity with UNHCR's mandate for the delivery of refugee protection is of particular importance as is experience working in both a development and humanitarian context.

Evaluation Quality Assurance

51. All members of the Evaluation Team are required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements.
52. In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations as well as the Evaluation Policy for Danish Development Cooperation (February 2016), this evaluation is founded on the inter-connected principles of independence, impartiality, credibility and utility, which in practice i.a. call for: protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.
53. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager.

Eligibility

54. The DAC evaluation principles of independence of the Evaluation Team will be applied. Candidates may be excluded from participation, if their participation may question the independence and impartiality of the evaluation. Tenderers are obliged to carefully consider issues of eligibility for individual consultants and inform the Client of any potential issues relating to a possible conflict of interest (cf. Danida Evaluation Guidelines).
55. In assessing independence and impartiality of the Tenderer, both the experience of the tendering consulting company (in the pre-qualification stage) and of the individual consultants are important. Assessments will be made on a case-by-case basis.

Financial Proposal

56. The maximum budget for the contract for this evaluation is DKK 1.7 million (excluding VAT). This includes all fees and reimbursable expenses required for implementation of the contract, including expenses related to two field visits in Kenya and one validation or dissemination visit to Kenya, two visits to Geneva and one visit to Copenhagen.

Annex 1: Background to the evaluation – UNHCR and Danish EVAL

57. UNHCR has been a key partner in Danish humanitarian assistance for many years, and Denmark currently ranks as the 10th largest donor to UNHCR. The 2017-2021 Framework Partnership Agreement between Denmark and UNHCR outlines the convergence of policy priorities for the two parties, emphasizing protection and humanitarian assistance to refugees and other people of concern, as well as finding durable solutions in protracted displacement situations. Denmark adheres to the Good Humanitarian Donorship principles (GHD) by relying on the organisation's self-reporting and evaluative work as carried out by UNHCR's Evaluation Office. Denmark does not require specific progress reports covering the Danish contribution, but Denmark is interested in strengthening the collaboration with the Evaluation Office in UNHCR with the aim of enhancing learning about what works in providing long-term protection and solutions for refugees through strengthened inter-relation between humanitarian assistance and development efforts.
58. The Evaluation Office of the Danish MFA (EVAL) is undertaking a series of evaluations and evaluative studies to document results of Danish humanitarian assistance – with a specific focus on how Denmark is contributing to the humanitarian-development nexus and to promoting durable solutions for displaced populations. This reflects that humanitarian assistance constitutes an increasing share of Danish ODA in a rapidly shifting political context and that Denmark in many ways has been among the actors leading processes towards developing a New Way of Working. This joint evaluation between UNHCR's Evaluation Office and EVAL is an expression of the commitment to strengthen documentation of results and to learn from each other, and with others, in this connection.

Annex 2: Criteria for evaluating team member qualifications

59. Qualifications of the Team Leader

General experience:

- Relevant higher academic degree (M.Sc., Ph.D or equivalent)
- A profile with major emphasis on humanitarian action and development, with 15 years or more of relevant international experience from humanitarian action or development cooperation
- Experience as a team leader of evaluations following the OECD/DAC criteria.

Adequacy for the assignment:

- Extensive international experience from designing and undertaking larger, strategic evaluations, including field experience
- Extensive experience with evaluation of humanitarian assistance and development cooperation
- Experience from related work in Kenya or the Horn of Africa
- Experience from humanitarian-development nexus related work

Qualifications of Evaluation Expert 1 – Humanitarian Specialist

General experience:

- Higher academic degree in a field relevant to the assignment (M.Sc., Ph.D. or equivalent)
- Major emphasis on refugee protection issues and humanitarian assistance more broadly with 10 years or more of relevant professional experience from international humanitarian assistance
- Experience as team member for evaluations of a comparable level

Adequacy for the assignment:

- International experience from programmes related to refugee assistance, protection, and humanitarian work
- Advanced knowledge of refugee protection literature, relevant analytical frameworks and programming approaches and standards
- Extensive knowledge of UNHCR's mandate and modus operandi as well as knowledge of other relevant stakeholders' mandate
- In depth knowledge of and proven experience with various data collection and analytical methods and techniques used in evaluation and operational research
- Experience from related work in Kenya or the Horn of Africa

Evaluation Expert 2 – Organisational Specialist:

General experience:

- Higher academic degree in a field relevant to the assignment (M.Sc., Ph.D or equivalent)

- Emphasis on humanitarian assistance and development cooperation with 10 years or more of relevant professional experience from international humanitarian assistance and/or development cooperation
- Experience as team member for evaluations of a comparable level.

Adequacy for the assignment:

- International experience from programmes related to development cooperation and humanitarian-development nexus related work
- Experience with conducting power analysis, stakeholder analysis, organisational analysis of development cooperation programmes and/or humanitarian assistance
- Knowledge of the mandate of key stakeholders, including UNHCR, the World Bank, UNICEF, EU or others
- Experience from related work in Kenya or the Horn of Africa

Annex 3: Operational context in Turkana

1. KISED P is a 15 year-long plan and multi-agency collaboration to develop the local economy and service delivery at Kalobeyei which is part of the County Integrated Development Plan. The implementation of KISED P foresees a phased 3'LED' (Local Economic Development) approach. KISED P is to be co-led by UNHCR, the World Bank and the County government, with support from the central government, other UN agencies and international partners.

2. Key characteristics of the KISED P are sustainable urban and agricultural/livestock development for the host community and refugees, services for both communities, emphasizing the increased delivery through national and county governments, along with private sector involvement. Part of the vision is that both refugees and host communities will benefit from: (a) investments in basic infrastructure in access to social services; and (b) increased opportunities for supporting income generating activities and that the program will include features to promote community participation and ownership. Refugee and host communities will play an increased role in prioritising needs, in identifying service delivery and livelihoods interventions, and in monitoring the implementation of projects. The increased community voice and role in budget decision-making and in the design and implementation of development interventions will support social accountability and will contribute to improved social cohesion between refugees and host communities. The site is to be developed as an urban centre, using the same development and planning techniques, developers, assessments as for cities, in collaboration with the World Bank and UNHABITAT (master plans, community engagement, sustainability etc.).

UNHCR's response in Kalobeyei¹¹

3. UNHCR has adopted a comprehensive protection and integrated development approach in Kalobeyei that focuses on providing refugees with needed protection and assistance; promoting refugee and host community access to sustainable quality basic services and business opportunities. UNHCR undertakes a continuous policy dialogue with the County government for refugees to be integrated in the County Integrated Development Plan and UNHCR has established a comprehensive coordination platform that includes inter-agency meetings and technical working groups.

4. UNHCR will continue to provide protection and life-saving assistance to all refugees in Kakuma camp and Kalobeyei settlement with support received from various donors.

5. UNHCR's 2016 Refugee Response Plan for Kenya (RRP) serves as a planning, coordination and fundraising tool for the South Sudan emergency response. It presents the protection and assistance needs of refugees in Kenya. The RRP therefore includes requirements for both Kakuma refugee camp and partially also the new Kalobeyei settlement.

6. The spatial plan for Kalobeyei was completed by UNHABITAT, with UNHCR constructing over 8,000 tarpaulin shelters in three villages in the settlement. Reception centre was set up in Kalobeyei to accommodate new arrivals and complete the registration before relocating them to their assigned shelters. By mid-2018, 777 permanent shelters were constructed using local materials. In addition, UNHCR initiated a pilot project on cash for shelter that is benefitting some 82 families, the pilot is being rolled out and some 800 families will benefit from this project in 2018. Protection responsibilities are jointly exercised by the Government of Kenya and UNHCR. Specific concerns relate to child protection and SGBV, which also extend to the host communities, in particular girls exist. UNHCR continue to improve the provision of multi-level and multi-sectorial SGBV prevention and response services to meet the needs of refugee women and girls in Kalobeyei through the set-up of

¹¹ See also UNHCR Monthly Operational Update, Kakuma Camp & Kalobeyei Settlement, Kenya, 1 – 31 July 2018 <https://data2.unhcr.org/en/documents/download/65225>

Kalobeyei SGBV working group, development of the SGBV referral pathway, Information sharing Protocol, and the implementation of referral mechanism for Kalobeyei settlement.

7. At present there are 5 schools operating within the Kalobeyei settlement, 4 primary schools and 1 secondary school. 2 of the primary schools and the secondary school are temporary, constructed in response to the increasing numbers of refugee learners in Kalobeyei, and taking into account the delays in permanent construction. An additional 2 primary schools and 1 secondary school are under construction by UNICEF. There are currently 16,624 learners enrolled in the schools in Kalobeyei. Improvements in access was noted for children of school going age as net participation levels at pre-primary, primary and secondary stood at 43%, 59.4% and 0.8% respectively at the end of 2017 as compared to previous figures of 36%, 57% and 0.3% recorded at the beginning of the year. As part of the Kalobeyei plan, advocacy efforts to mainstream education services within the national framework continues to be an ongoing process with the Ministry of Education registering Kalobeyei schools as public entities, an important first step in this regard.

8. Water supply to Kalobeyei has significantly improved through the establishment of additional 4 elevated steel tanks, so the water per capita is around 22.92litres/person/day. As part of the Kalobeyei plan, and in close collaboration with the County government, UNHCR continues to coordinate all activities of the Water and Agriculture Thematic Working Group. UNHCR further supported the preparation of a feasibility study for a dam project on the Tarash River, which will contribute significantly to addressing water issues in both Kakuma and Kalobeyei.

9. As part of KISED, partners have focusing on enhancing refugee and host community access to quality health services and also improve the prospects of sustainability of health facilities. Moreover, UNHCR and partners implement livelihoods and entrepreneurship programs, and close cooperation with the World Bank and IFC are sought in order to promote the engagement of the private sector in the development of Turkana.

Examples: Complementary hum/dev actions in Kakuma and Kalobeyei

10. Complementary actions include the advocacy and policy dialogue activities with the government, both at the national and county levels, to improve the overall health, education, and livelihood situation in and around Kalobeyei.

11. Other stakeholders, than UNHCR, are increasingly investing in conditions supporting longer-term solutions for refugees and benefiting both refugees and host communities in Kakuma and Kalobeyei. For example, in the KISED, it is anticipated that ECHO will continue to support protection efforts in Kakuma¹² and, where necessary elsewhere, including Kalobeyei. This is in addition to other EU funding, such as the EU Trust Fund¹³ also supporting activities for refugees in Turkana.

12. Other donors are also supporting the wider refugee operation in Kenya include the US, DFID, Japan and Germany, in addition to other key donors who provide un-earmarked funding at the global level, including Sweden, Finland, Denmark and the Netherlands.

13. The World Bank support to the North Western market corridor (road from Kitale-Lodwar-Kakuma-Lokichogio, linking to South Sudan) is another initiative in Turkana which may influence the refugee situation as it is expected to be critical to increase market access and wider economic opportunities in the target areas¹⁴.

14. Another example is UNICEF currently managing a grant with the purpose of bringing 300,000 children back to school, 80,000 of whom are in Turkana County, and some of whom

¹² http://ec.europa.eu/echo/where/africa/kenya_en

¹³ <https://ec.europa.eu/trustfundforafrica/region/horn-africa/kenya>

¹⁴ <http://projects.worldbank.org/P161305?lang=en>,
<https://www.worldbank.org/en/news/feature/2018/05/08/boosting-prosperity-improving-equity-in-north-and-north-eastern-kenya>

may be refugee children. UNICEF is also working in Turkana County to improve the nutritional wellbeing of deprived children and women. While the programme is only targeting the host community, lessons learned will be considered in the implementation of the Kalobeyei settlement. Other initiatives to improve resilience to drought and to address land governance issues, especially the relation between pastoralist and farming communities, may also draw important lessons of relevance for Kalobeyei.

15. WFP asset creation projects in six sub-counties of Turkana County include small irrigation schemes coordinated by the National Drought Management Authority (NDMA)¹⁵ will also be relevant for understanding some of the challenging for leveraging the potential in this area. Some issues have been high-lighted which include: lack of funds for lining the primary and secondary canals; insufficient technical staff in the county leads to inadequate support, supervision and extension services; lack of crop rotation and other soil feeding practices means diminishing soil fertility and yields. The result is that, despite irrigation, crop production in the supported site is well below potential, and its quality is often below the standard required by WFP Purchase for Progress (P4P) (with particular reference to aflatoxin contamination).

¹⁵ <https://www.wfp.org/sites/default/files/Livelihoods-Assets-Turkana.pdf>

Annex 4: Background documents

Material on the websites related to 'The New York Declaration' and 'Global Compact for Refugees'

<http://www.unhcr.org/towards-a-global-compact-on-refugees.html>

<http://www.unhcr.org/a-new-deal-for-refugees.html>

<http://www.unhcr.org/protection/statelessness/5422b8f09/unhcr-policy-alternatives-camps.html> , Policy on Alternatives to Camps, UNHCR, 2014

Material related to WHS/Grand Bargain and New Ways of Working

<https://www.agendaforhumanity.org/initiatives/5358>

<https://data2.unhcr.org/fr/news/16242> , The "New Way of Working": Bridging aid's funding divide, IRIN, 09 Jun 2017

Humanitarian and Development funding related material

<http://www.unhcr.org/593918295c.pdf> , strengthening humanitarian-development cooperation in forced displacement situations, EC/68/SC/CRP.17, UNHCR Standing Committee, 7 June 2017

<https://openknowledge.worldbank.org/bitstream/handle/10986/25016/9781464809385.pdf?sequence=11&isAllowed=y> , Forcibly Displaced. Towards a development approach supporting refugees, the internally displaced, and their hosts, WB Group, 2017

Refugee situation in Kenya and CRRF

<http://reporting.unhcr.org/node/2537> , UNHCR Country Plan 2018

<http://www.unhcr.org/ke/857-statistics.html> , UNHCR Kenya Population July 2018

South Sudan Situation related material

http://data2.unhcr.org/en/situations/southsudan?id=43&country=110#_ga=2.229564828.1288898383.1534928653-259708822.1509438278 , South Sudan Situation Portal

http://reporting.unhcr.org/sites/default/files/2018%20South%20Sudan%20Regional%20Refugee%20Response%20Plan%20-%20Jan-Dec%202018%20%28January%202018%29_0.pdf , South Sudan Refugee Response Plan (January-December 2018), (pp 71-81)

<https://data2.unhcr.org/en/documents/download/63606> , 2017 End of Year Report, RRP South Sudan

<http://www.unhcr.org/593e9e9b7.pdf> , South Sudan Situation 2017, supplementary appeal

Kakuma/Kalobeyei related material

<http://www.unhcr.org/ke/kalobeyei-settlement>, UNHCR, Kenya, Kalobeyei

<https://reliefweb.int/sites/reliefweb.int/files/resources/2016-KCRP5.13fv.pdf> ,

Kenya, Comprehensive Refugee Programme 2016: Programming for Solutions, UNHCR

<https://www.youtube.com/watch?v=84yjVhXG12q> , UN-Habitat, 25 August 2016

Market surveys and other research related to Turkana/Kakuma/Kalobeyei

<https://reliefweb.int/report/kenya/kakuma-marketplace-consumer-and-market-study-refugee-camp-and-town-northwest-kenya> , Kakuma as a Marketplace, International Finance Corporation (IFC), 2018

<http://documents.worldbank.org/curated/en/308011482417763778/pdf/111303-WP-Kakuma-Report-Yes-in-my-backyard-December-2016-PUBLIC.pdf> , “Yes” In My Backyard? The Economics of Refugees and Their Social Dynamics in Kakuma, Kenya, UNHCR/WBG, 2016

<http://samuelhall.org/wp-content/uploads/2016/07/Rapid-Market-Assessment-Value-Chain-Analyses-in-Kakuma-May-2016-FINAL.pdf> , Rapid Market Assessment & Commodity Value Chain Analyses KAKUMA Refugee Programme Turkana, Kenya, UNHCR, DRC, AAH, 2016

https://kimetrica.com/files/uploads/files/pdf/Refugee_HH_Vulnerability_Study_Kakuma_Refugee_Camp_Final_Report_2016_05_06.pdf , Refugees Vulnerability Study, Kakuma, Kenya, Dr. Helen Guyatt, Flavia Della Rosa, Jenny Spencer. UNHCR/WFP/Kimetrica, 2016

<https://www.water.ox.ac.uk/winners-and-losers-of-infrastructural-development-water-systems-in-kenyas-kakuma-refugee-camps/> , Winners and losers of infrastructural development: water systems in Kenya’s Kakuma refugee camps, DPhil candidate Cory Rodgers, at Oxford University’s Institute of Social and Cultural Anthropology, 2016

<https://www.rsc.ox.ac.uk/publications/refugee-economies-in-kenya> , Refugee Economies in Kenya
Alexander Betts, Naohiko Omata, Olivier Sterck, Oxford Refugee Study Centre, 19 February 2018