



SAFERWORLD KENYA PROGRAMME

DEEPENING DEMOCRACY PROGRAMME - CLIMATE CHANGE GOVERNANCE

TERMS OF REFERENCE

FOR

END OF PROJECT EVALUATION USING OUTCOME HARVESTING METHODOLOGY

1. Background to Saferworld Kenya Programme

Saferworld is an independent non-governmental organisation that works to prevent violent conflict and build safer lives. We work with civil society, governments and international organisations to encourage and support effective policies and practices through advocacy, research and policy development, and through supporting development of local capacities and structures. Saferworld has been working to prevent violent conflict, enhance community security and governance in Kenya since 2003. Our thematic expertise includes violent conflict prevention and peacebuilding, inclusive and effective justice and security provision, small arms and light weapons control (SALW) and improved governance that addresses the drivers of conflict. In Kenya, Saferworld is working towards three strategic objectives for the period 2017 – 2021:

- To empower communities to articulate priorities and demand for responsive, timely, equitable and accountable service delivery.
- To empower political players, communities, religious and traditional institutions and state actors to initiate and strengthen processes and mechanisms that address underlying sources of conflict and promote sustainable peace in Kenya.
- To support security and related actors to develop context specific strategies that foster community and institutional responses which contribute to sustainable peace in Kenya.

2. Background to the project

Pastoralism is the main economic and livelihood activity for the people living in Arid and Semi-Arid (ASAL) regions of Kenya. Specifically in Baringo and Samburu Counties, Livestock farming constitutes a larger percentage of the county's economy with 60% of the population practicing pure pastoralism and 30% percent practicing agro pastoralism¹. It is also the major medium of exchange and food during social-cultural occasions including marriage, circumcision, religious sacrifices and cultural exchange or compensation². However, whereas a large number of inhabitants in the counties rely heavily on pastoralism for their livelihoods, the livestock production system is characterised by low external inputs and therefore relies entirely on natural resources for livestock sustenance and production. This limits its viability due to multiple climate change and natural resources ecosystem challenges such as the unpredictable weather variations, prolonged drought and uncontrolled use of available pasture and water resources that often leads to multi inter- ethnic clashes and conflicts over the scarce resources.

¹ <http://www.samburu.go.ke/2016/10/13/agriculture/>

² Assessment of Traditional Methods Used by the Samburu Pastoral Community in Human Wildlife Conflict Management- International Journal of Humanities and Social Science Vol. 3 No. 11; June 2013 page 296

Environmental conservation, effective and controlled use of grazing and water resources remain key requirements for sustainability of the natural ecosystems and local livelihoods of the region. Given the inherent variability of grazing and water resources in the region, the success and resilience of the livestock production system in the county relies heavily on how well the use of natural resources are adapted in response to seasonal and locational fluctuations. This calls for enforceable regulations and institutions to ensure that all users abide by the rules that govern access and the use of resources. Traditionally, this has been achieved through customary natural resource governance institutions. The institutions are set up and guided by rules and regulations, which are governed by elders elected by the communities. The establishment of community group ranches and community conservancies in Samburu County complicated the access of the grazing lands³. Despite the existence of statutory laws for the management of natural resources, land and land-based resources in the country, resources in the vast drylands of Kenya continue to be largely managed by such non-statutory local institutions and rules.

Livestock production and pastoralism falls within the agricultural sector of the devolved functions of the county governments. The sector faces many challenges among them the weak governance and accountability mechanisms that are characterised by poor policy prioritisation, weak legal and policy development frameworks and poor service delivery at the county level. The traditional rangeland management institutions and rules in place are neither recognised nor enforced by the government. This lack of recognition undermines the authority of pastoralist communities and their institutions to sustainably manage the rangelands and often results in open access scenarios where individual gains are maximised at the expense of the environment and the resource base leading to: - resource degradation; deteriorating livelihoods and economies as well as; conflicts over the scarce resources particularly during the dry season.

Saferworld acknowledges that sustainable rangeland management practices are one of the means of transforming pastoralism and broadly, the livestock sector in the country. Saferworld therefore working in partnership with Pamoja for Transformation (P4T) in Samburu County to address policy issues affecting rangeland management. Additionally, Saferworld and partner recognised the unstable relationship between Samburu and neighbouring counties with regard to the livelihood systems and conflict dynamics. Efforts were made to support the convergence of the various counties through initiatives such as the Frontier Counties Development Council (FCDC) and the Amaya Triangle Initiative (ATI) (changed its name to Corporation for Peace and Development (CPD)) that seek to achieve shared understanding of the needs, gaps, solutions as well as mechanisms that facilitate a collaboration in addressing conflict drivers and improving pastoralism in the region.

The project is titled ***“Promoting Peace and Sustainable Resource Management in Samburu and Frontier Counties of Northern Kenya”***. This project covers a period of 23.5 months (16 July 2018 – 30th June 2020). Saferworld was given a no cost extension due to COVID 19 pandemic to 30th September 2020. It is funded by Department for International Development (DFID).

P4T working closely with Caritas Maralal, is the implementing partner organisation on the ground undertaking mobilisation and local level consultations with communities and traditional institutions in both Baringo and Samburu Counties. It provides linkages and networks useful in the realisation of the project objectives. Saferworld on the other hand has been providing technical support and oversight in the implementation of actions aimed at building the capacities of county officials and providing ongoing accompaniment in relevant identified areas including grant management, monitoring and evaluation. Drylands Learning and Capacity Building Initiatives (DLCI) has been coordinating and disseminating learning and evidence to key natural resource stakeholders through the cross community and county learning forums that will be facilitated through the FCDC, ATI and the Pastoralist Parliamentary Group (PPG).

³ Annemiek, P (2018). Governing Grazing and Mobility in the Samburu lowlands, Kenya; Land 2018, 7, 41; doi:10.3390/land7020041

The project has results at different levels (an impact, outcome and four outputs) as outline below:

Impact: Inclusive and accountable governance of natural resources (such as land, pasture and water) thereby contributing to sustainable peace, security and community resilience in northern Kenya.

Outcome: County governments in northern Kenya individually and collectively formulate and/or adopt responsive and coherent policies, legislation and practices on natural resource management that address communities' priorities, enhances peace and resilience to climate change.

Outputs 1: Pastoralist communities in Samburu and Baringo counties are empowered to individually and collectively engage county authorities on legislation and practices that support improved rangeland management.

Outputs 2: Samburu County government and the ATI Secretariat develop legislation / policies and frameworks on natural resources management that are in line with climate change governance and responsive to needs of the pastoralists communities.

Outputs 3: FCDC and ATI member counties sets up a peace and cohesion sector forum that will lead on the development of strategies to address resource based conflict in the Amaya Triangle⁴ and the FCDC counties.

Outputs 4: Stakeholders from the pastoralist regions of northern Kenya systematically access and uptake knowledge generated through learning and evidence from the project to inform their interventions and collective advocacy to influence relevant policies and legislation at county and national levels.

3. Purpose of the evaluation

The purpose of the end term evaluation is to determine to what extent did the project implemented in Samburu county and other target member counties of Corporation for Peace and Development (CPD) and Frontier Counties Development Council (FCDC) achieved the expected results. The evaluation will also establish how the mechanisms instituted by the county governments in response to addressing natural resource associated conflicts due to impact of climate change have been effective.

Specifically, the evaluation will:

- Establish how the project achieved its objective in strengthening natural resource management and addressing associated conflicts in target counties.
- Identify and describe the intended and unintended outcomes observed during project implementation.
- Provide an in-depth synthesis of the project contribution to the achieved outcomes and sustainability beyond the life of the project.
- Identify and document lessons learnt in relation to the project context, strategies and achievement at different levels of implementation
- Assess the implementation modalities and management of the project by Saferworld as a grant manager, implementing partners and Secretariats for CPD and FCDC

⁴ Isiolo, Laikipia, Baringo and Samburu

4. Evaluation Question

The overarching evaluation question is; how was the project effective in improving governance processes on natural resources in the target counties and to what extent did the engagement contribute to finding sustainable solutions to managing inter community conflicts especially those associated with climate change and its impacts.

5. Specific Questions

This evaluation will seek to answer the following specific questions:

1. In what ways has target counties integrated natural resources management practices as an aspect of climate change and resource based conflict in their governance processes informed by the needs of the pastoralists communities?
2. To what extent did the pastoralist communities engage county authorities on policy making on natural resources management in Samburu and Baringo counties?
3. Was the collaborative engagement between Baringo and Samburu counties effective over shared natural resources and towards an acceptable policy framework that does not alienate certain groups and precipitate further conflicts?
4. How sustainable are the changes observed in managing inter communal conflicts associated with climate change and use of natural resources in the target counties?
5. What were the success factors and challenges that influenced the extent of engagement at community, county and regional blocks levels?
6. What lessons were learnt from a range of outcomes achieved particularly around rangeland management and managing inter communal conflict associated with climate change?
7. What measures did Saferworld and implementing partners took in planning, implementation and monitoring the project to ensure that resources are efficiently used?

6. Evaluation Methodology

This evaluation will mainly apply **Outcome Harvesting (OH) methodology** as an evaluation approach to inform evaluation methodology. If necessary, the evaluator will also innovatively borrow from other evaluation approaches to strengthen this evaluation process. The main focus of this Outcome Harvesting evaluation is to comprehensively review the documented outcomes, verify them with different categories of target actors involved in the project. It is expected that the evaluator will engage Saferworld (SW) project team, implementing partners and sampled target actors in identifying, documenting and verification of the significant outcomes realized during the project implementation period.

The outcomes information will be collected from:

- Review of project documents including monthly reports, quarterly donor progress reports, Indicator Tracking table, training reports, consultants' reports, policies, harvested outcomes among others to identify preliminary significant outcomes.

- Conduct outcome sessions with SW project team to expound on the identified outcomes from the documents and generate more significant outcomes.
- Conduct Outcome Harvesting sessions with implementing partners and secretariat of regional block. They include Pamoja for Transformation Trust (P4T), Dryland Learning and Capacity Building initiatives (DLCI), ATI/CPD and FCDC secretariats. The Outcome Harvesting sessions will be guided by the outcomes generated from the project documents and linked to the partners and secretariats. Additional outcomes might be generated during the interviews. The evaluator will be expected to visit the partners'/secretariats' offices.
- Conduct field visits to Samburu and Baringo counties to conduct Focus group discussions with Community Action Groups (CAGs), County Action Platforms (CAP), Samburu and Baringo county officials and other stakeholders involved in project implementation. Records of the target actors engaged in project activities will be provided in advance for evaluator to sample the target actors to meet during the field visits
- Hold Outcomes analysis workshop with Saferworld and partners project teams to further verify and critically make sense of the identified outcomes and sample outcomes to be substantiated.
- Using harvested outcomes, the evaluator will also be expected to generate at least 2 significant change stories. The evaluator will and if s/he finds it necessary borrow some aspects of Most Significant Change methodology to collect significant change stories so long as the stories relate directly to the harvested outcomes. The significant change stories will be part of the final evaluation report.

7. Activity Schedule

The evaluation is expected to start from 27th July - 10th September 2020. This period includes the contracting, desk review, Outcome Harvesting sessions with Saferworld project team, implementing partners and Secretariat, field visits to Samburu and Baringo county, Outcome analysis and reporting writing.

Table 1: Evaluation activities and Level of effort

Activity	Days
Meeting with Saferworld MEL coordinator, Project Manager, Coordinator, Officers and contracting	0
Introductory session with project team to understand the SW OH process	1
Desk review, identify and describe the outcomes	3
Outcome sessions with Saferworld Project team	1
Outcome sessions/interviews Implementing partners and FCDC secretariat	3
Field visit to Samburu and Baringo county & interview ATI secretariat	7
Analysis workshop with SW and Partners project team	1
Data analysis and interpretation & write draft report	4
Present evaluation findings during validation workshop	1
Finalise and submit the evaluation report and all other deliverables	2
Total	23

8. Key expectations from evaluator

The evaluator will be expected to submit the following deliverables in time in compliance with timelines.

- **A 5-page inception report:** It will contain evaluation methodology, work plan/schedule and draft data collection tools. To be submitted after introductory session on Saferworld approach to Outcome Harvesting and before desk review.
- **A 3-page activity report:** Explaining how the data collection process was done, challenges/limitation faced that may affect the findings and preliminary findings. To be presented to MEL coordinator two days after field visit
- **3 Outcome matrices:** First draft of outcomes to be submitted 2 days after desk review and before Outcome Harvesting session with SW project team. Second draft outcome matrix to be submitted, 5 days after field visits and before outcomes analysis. Third Outcome matrix, will be submitted together with draft evaluation report.
- **Presentation of evaluation findings:** Validation workshop will have representatives of donors, county officials and pastoralists community. To be done during the validation workshop.
- **Final Evaluation report:** Should have no more than 20 pages (excluding executive summary, references & annexes). This will be submitted to Saferworld MEL coordinator, the date stated in the Agreement.
- **2 Significant Change Stories:** Between 1 - 2 pages in word document, 11 font size, Calibri Font type & 1.5 spacing. To be submitted together with Final evaluation report.
- **Other documents/materials** such as raw data files, quantitative data files, transcripts of interviews, photographs taken among others produced during the evaluation period. To be submitted together with Final evaluation report.

9. Management of Evaluation process

The evaluation exercise will be managed by Monitoring, Evaluation and Learning (MEL) Coordinator - Kenya Programme supported by the Project Manager, Project Coordinator and Project Officer. Any matter related to the evaluation process should be presented to MEL coordinator in writing. The evaluator will also be accompanied to the field by members of the project team to give any support if need be and if they will be available.

10. Qualification Requirements

Saferworld is looking for an interested and experienced individual or a team of evaluators in support of this evaluation consultancy. The applicant must have:

- An advanced degree and/ or professional trainings in developmental studies, Natural resources governance, rangelands management, peace and conflict management and other relevant field.
- Experience in conducting evaluations on peacebuilding, Conflict management, Sustainable development, community participatory methodologies, rangeland management among other relevant sectors
- In depth knowledge of the Kenya context especially on devolved governance and Arid and Semi-Arid (ASAL) pastoralist communities' livelihoods including climate change, trends and impact on peace and security.
- Demonstrable practical experience in monitoring and evaluation approaches. Practical experience in Outcome Harvesting, Most Significant Change and Utilisation focused evaluation tools will be an added advantage.



- Knowledge of peacebuilding and conflict management processes and approaches such as conflict sensitivity, Do no Harm, conflict analysis, Political Economy analyses

11. How to Apply

Interested candidate/s should submit:

- Expression of Interest outlining motivation, relevant experience and suitability for the consultancy (max 1 page)
- An outline of the methodology proposed for the assignment (max 2 page)
- A sample of at least two previous work relevant to the assignment that have been undertaken using outcome harvesting approach
- Latest Curriculum Vitae
- Contact details for two referees
- An indicative budget, including details of daily rates.

A soft copy of the application should be sent to nairobi@saferworld.org.uk. Your e-mail must have the subject heading indicating - **DDP CCG End Term Project Evaluation**.

Deadline for applications is 13th July 2020.

Only shortlisted candidates will be contacted. Saferworld offer equal opportunity to all applicants without any discrimination.