Terms of Reference

Final Evaluation

for

NRT Community Policing Initiative (CPI): Combatting Wildlife Crime while Enhancing Livelihood Development

Northern Rangeland Trust (NRT)
1. Background

<table>
<thead>
<tr>
<th>Name of the Organization</th>
<th>Northern Rangelands Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of the action</td>
<td>EU-NRT Community Policing Initiative (CPI): Combatting Wildlife Crime while Enhancing Livelihood Development</td>
</tr>
<tr>
<td>Location of the action</td>
<td>Kenya: Isiolo, Samburu, Laikipia, Meru, Baringo, West Pokot, Marsabit, Lamu, Lower Tana and Garissa Counties</td>
</tr>
<tr>
<td>Duration of the action</td>
<td>54 months (2018-2023) (after 6 months’ time extension approved)</td>
</tr>
</tbody>
</table>

Description of Organisation being evaluated

NRT is a member-based umbrella organization for Community Conservancies, established in 2004 in the drylands of northern Kenya. The first community conservancies started in the 1990s with USAID support (amongst others), and by 2004 recognized the need to support an umbrella organization – so NRT was born. By 2020, NRT has 43 member conservancies working with a population of about 705,109 people over an area of approximately 7.13 million hectares within ten counties (Baringo, Garissa, Isiolo, Laikipia, Lamu, Marsabit, Meru, Tana River, Samburu, and West Pokot).

Given its origins and purpose, NRT was created by and for its member conservancies, and drawing its mandate as an umbrella organization from its member conservancies. There are no other conservancy umbrella organizations in northern Kenya, and thus NRT is in a unique position to support, train, fund, mentor, and guide community conservancies in the north and Coastal Kenya. The Chairpersons of all member conservancies sit on the NRT governing Council of Elders.

Each Community Conservancy is an autonomous and legally registered institution, with elected leadership from a self-defined community (of ethnicity, of interest, of traditional land ownership), who live in an agreed area of community land. Some conservancies are multi-ethnic, some are built on traditional elders’ institutions, all have a common interest in developing a community-led institution that can develop and govern programmes of rangeland and natural resource management, peacebuilding and security, and business and livelihood development, in the interests of the defined community. Each conservancy’s elected board appoints a manager, a rangeland coordinator and a team of rangers, and the boards form representative committees on e.g., security, tourism, rangelands and finance.

NRT’s mission is “to develop resilient community conservancies that transform people’s lives, secure peace and conserve natural resources”. NRT supports the conservancies with governance training, technical skills, conflict resolution, livelihoods, and enterprise development, brokering investor agreements, fund-raising, and quality assurance. The vision of the conservancies is to build resilient communities that are better able to cope with an uncertain future of droughts, economic shocks, and political change, by strengthening governance and social development, diversifying economies, improving the management of water, rangelands, and wildlife, and building peace and security.

The overarching governance structure of NRT is the Council of Elders, comprising all conservancy chairpersons, with institutional members from the County Government, Kenya Wildlife Service,
Kenya Forest Service, the Kenya Police, and local conservation organizations. The Council’s principal roles are to provide strategic direction to NRT, to ensure high governance standards, to broker peace, to ensure the equitable distribution of benefits, and to approve applications from new community conservancies that wish to join the Trust.

The Due Diligence Report

The DDR provided the results of a detailed research, investigation, and assessment process that follows up on specific allegations made in ‘Stealth Game: ‘Community’ Conservancies Devastate Land and Lives in Northern Kenya,’ published by the Oakland Institute in November 2021 (the ‘Oakland Report’). The Oakland Report amplifies human rights concerns prevalent in the relevant areas of Isiolo, Samburu, Marsabit, and Laikipia counties in northern Kenya—issues such as community participation levels in community-based wildlife conservancies, livestock grazing rights, evolving land tenure arrangements, and intractable security risks in a region openly plagued with criminal violence and ethnic tensions. These concerns are important—and familiar. The report also, however, makes specific allegations linking the Northern Rangelands Trust (NRT) and its member conservancies to specific instances of grave human rights abuses, including killings, corruption, and intentional ‘fueling’ of ethnic conflict. This DDR was commissioned by certain financial supporters of NRT to obtain a detailed, independent, on-the-ground assessment of these allegations so that those supporters can consider whether they have an obligation to take further steps to fulfil their independent responsibility to respect human rights. The DDR has found strikingly little evidence to corroborate the allegations against NRT in the Oakland Report. Indeed, the allegations appear to have emerged from a minimal investigative process and are deeply implicated in a complex political environment where attacks on NRT are widely understood as an electoral tactic and to draw attention. The Oakland Report authors openly acknowledge that they stumbled upon the issue of opposition to NRT in 2019. Unfortunately, it appears that they never subsequently validated the initial testimonies they collected at that time—or even returned to the region at all. The result is that they and their work were effectively manipulated by a small group of politicians and community leaders, at least with respect to the specific allegations of grave abuses directly linked to NRT. For more details here is the link to the full report; [https://www.nature.org/en-us/what-we-do/our-insights/perspectives/kenya-nrt-report-oakland-institute-due-diligence/](https://www.nature.org/en-us/what-we-do/our-insights/perspectives/kenya-nrt-report-oakland-institute-due-diligence/)

NRT is committed to developing long-term solutions that benefits people, land, and wildlife. We are passionate about the work we do and are proud of our progress. Being a community led organization means we must always listen and engage and be willing to adapt. We are fully committed to being sure our operations and activities safeguard the communities in the conservancies we support, and anyone affected by our work. Building on the work we are already doing to strengthen our approach to human rights due diligence, we have adopted the report’s recommendation to complete a human rights policy and conduct additional trainings, and to develop strategies and protocols to better engage fully, and openly, with local communities.

Kenya’s community conservancies are one of the most progressive conservation models in the world and demonstrate how people and wildlife can coexist and ultimately thrive together. Further, the NRT community peace keeping programmes being implemented by communities are enabling a more stable future for the next generation. Working across 63,000 square kilometers, NRT has improved livelihoods for over 700,000 beneficiaries. In the past five years, vocational training programmes led by community conservation methods have seen increased earnings from 90 million KES in 2016 to 415 million KES today. In addition, over 350 million KES has been provided in bursaries, school salaries, healthcare, water, trainings, and micro-finance through our Conservancy Livelihoods Fund.

NRT will continue to work alongside funding partners in projects for communities that improve lives, protect wildlife and promote peace in northern Kenya and coastal regions. We are excited for what lies ahead in 2022 and to sustain and build on the incredible work communities are achieving.
2. Program Background

NRT cover the entire Northern and Coastal region. The ecosystem provides connectivity for wildlife which is largely free-ranging across the landscape, and community conservancies are re-establishing historic migratory routes from Mt Kenya to Marsabit, and Meru National Park. Habitat connectivity extends down the Tana River as far as the Tana-Boni-Dodori coastal forests, and westwards through the Central Rift Conservation Area into South Turkana-Nasalot-Rimoi ecosystem and Eastern Uganda (Mt. Elgon-Kidepo Valley ecosystem) providing important genetic connectivity.

Despite hosting 80% of Kenya’s biodiversity, the diverse ASAL landscapes and habitats are rapidly being lost and degraded through land fragmentation and overgrazing. Degradation of the natural resource base resulting from human and livestock population increase, deforestation (mainly for bioenergy needs), rangelands degradation, climate change, illegal killing of wildlife mainly poaching for ivory, rhino horn and bush meat, variability resulting in human, livestock, and wildlife deaths and lack of security between areas of improving conservation are threatening landscape connectivity.

Ethnic conflicts are characteristic of the ASALs. Historically, the northern Kenya landscape has been marked by violent conflicts attributed to access to scarce water resources and pastureland. Hundreds of individuals, including women and children, have lost their lives over the course of extended periods of conflict, by attacks and retaliation that have plunged these different communities into a cycle of conflict and violence. Climatic change and Degradation of natural resources is exacerbating the conflict situation in northern Kenya.

The CPI builds on existing security infrastructure within the community conservancies established with the help of NRT. The programme is creating partnerships and synergies that draw on cross-cutting assets and expertise, which can be used by all those involved in security and the conservation and protection of wildlife in this landscape (including private conservancies, the Kenya Wildlife Service and National Police Service). It is creating economies of scale that would not be available if each organization were to work independently.

CPI’s overall objective is to improve stability and resilience in Northern Kenya through enhanced community policing capacity within the Community Conservancies resulting in new job opportunities, improved income from tourism for local communities.

Key Output highlights are:

i. 99 rangers from 3 conservancies (Melako- 33, Biliqo – 32 and Sera – 34) are being supported with salaries and operational costs enabling more secure new habitat/corridors for the expanding Samburu elephant population.

ii. All 5 mobile security teams are fully trained, resourced and in good satellite and digital VHF communications with reliable comprehensively insured transport and able to undertake their required deployment and patrol regime as informed by the respective threats.

iii. NRT mobile teams have undergone refresher trainings and conservancy rangers have been trained on our Security Standard Operating Procedures incorporating the KWS and Police legal briefs.

iv. Deployment of mobile teams is now intelligence-led guided by a combination of factors that included collard elephant movement, aerial recces, intelligence sharing from KWS and local communities.

v. The road unit has been established and fully operational upgrading roads and airfields for improved tourism access and security.

vi. Conservancy outposts requiring maintenance and improvement have been repaired and are now at a suitable standard with easy access to water

vii. Established and fully operational, Communication and Command Centre (OCC) within
KWS (KWS HQ, Meru Park and Aberdares) incorporating Earth ranger technology

The project works towards achievement of the following results:

1. Improving the performance of conservancy rangers and mobile security teams.
2. Ensuring that conservancy rangers and mobile teams are adequately trained and equipped.
3. Improved gathering and sharing of human intelligence relating to poaching and insecurity.
4. Effective co-ordination and partnership with and between government security agencies.

The project has used digital radio system and the earth ranger platform to link community conservancies with the Kenya Wildlife Services and Kenya Police Services. Using an Operational and Command Centre community conservancies have been integrated with government agencies and have acted as a force multiplier for Government. The targeted use of technology has enabled the strategic deployment of limited wildlife protection resources for the best effect. Additionally, the ability of the project to work with local actors at site level and to timely respond to site-specific needs has facilitated the efficient and effective use of funding and other resources.

**Program Goal and Outcomes**

**2.1 Objectives, results, and activities**

The current CPI programme has made huge strides through investments in specialized staff training, equipment, intelligence gathering and adapting enforcement approaches, which have enabled conservancies to start addressing the threats from poachers and cattle-rustlers. Community and private conservancies are working closely with the Kenya Wildlife Service (KWS) and the Kenya Police, and the model is proven to work, but requires scaling up as described below:

**2.2 Objectives**

The overall objective of this action is to contribute to improved stability, resilience, investment, and jobs in northern Kenya through the NRT community conservancies, by investing in human and wildlife security.

The specific objective is for 250,000 pastoralists to experience an improved standard of living through reduced human conflict, reduced wildlife poaching and a reduction in banditry in northern Kenya through the Community Policing Initiative. At an Outcome level, the PIKE for the reporting period was recorded at 34.57%, with 22 incidents of stock-theft and 6 incidents of banditry. The action has enabled KWS to access the most modern software to improve security throughout all the National Parks in Kenya.

The CPI has made investments in specialized staff training, equipment, intelligence gathering and adapting enforcement approaches, which have enabled conservancies to start addressing the threats from poachers and cattle-rustlers. Community and private conservancies are working closely with the Kenya Wildlife Service (KWS) and the Kenya Police, and the model is proven to work, but requires scaling up.

The CPI has six elements, all of which need to work together to be effective and to enhance the existing security architecture:

1. Conservancy Rangers: for wildlife surveillance and security monitoring- these are trained and equipped networks of conservancy rangers carrying out daily patrols; most are employed by community conservancies which are creating strong local leadership of wildlife, rich networks of the main intelligence about poaching and in security, and strong local social pressures to curb poaching
2. Mobile Community Policing Teams: for proactive police, anti-poaching operations and rapid response to incidents, by more highly trained and equipped teams drawn from Conservancy
Rangers Equipment and technology: for more effective support to anti-poaching operations, including ranger equipment, radio network, tracker dogs, aerial surveillance and light-aircraft and helicopter support

3. Equipment and technology: for more effective support to antipoaching operations, including ranger equipment, radio network, tracker dogs, aerial surveillance, light aircraft, and helicopter support.

4. Intelligence gathering and analysis: for a proactive intelligence-led anti-poaching responsive, conducted in conjunction with the Kenya Police and Kenya Wildlife Service

5. Specialized training: to build more effective and relevant skills of rangers in anti-poaching operations

6. Government coordination: to ensure coordination of mobile teams, police responses and support for conservancy rangers as National Police Reservists - this coordination is led by Government, including the Kenya Police, County Governments, Kenya Wildlife Service, and private and community conservancy representatives.

2.3 Impacts of NRT to date

- The impacts of NRT’s work to date are summarized in The NRT State of Conservancies Reports. The highlights from the 2016 report are:
- Community-led governance: there are quantified improvement in Governance Index scores in many conservancies.
- Social surveys: continue to indicate that people feel safer, appreciate wildlife more, and see their lives improving through conservancies.
- Resilient livelihoods: 938 permanent jobs in conservancies and related businesses; over 10,000 direct beneficiaries from conservancy livelihoods projects and school bursaries.
- Peace and security: stabilization of many indicators of peace; roll-out of community policing initiative with KWS and county government.
- Ecosystem management: 14 conservancies with 1.8m hectares of rangeland starting under improved management.
- Wildlife conservation: over 20% decline in elephant poaching since 2012.
- Enterprise development: KShs 71.3m ($750,000) per year injected into the local economy through sales of livestock and beads; KShs 54.8m ($570,000) per year cash revenues to conservancy communities from tourism fees.
- Enabling environment: expansion to 35 member conservancies in 11 counties, helping 630,000 people across 45,000 km2 of northern Kenya: increasing engagement from county government on policy and financing of conservancies.

2.4 Results area

Result 1: Improved performance of conservancy rangers and mobile security teams

The rangers employed the conservancies from within their own communities. They have started to provide a real sense of self-respect, ownership and pride in their communities, and real success in curbing conflict between ethnic groups, and in controlling wildlife poaching.

The mobile security teams are recruited and employed by NRT from the conservancies, selecting those of high caliber and enthusiasm for the work, high levels of teamwork and physical fitness. The key to the success of the mobile teams is that they are drawn from a diverse array of communities and conservancies, ensuring a genuinely multi-ethnic of rangers who can cut across cultural barriers and historical ethnic tensions. Each team of 12 operates from its dedicated vehicle, 24 hours a day 7 days a week, on the move with camping equipment and satellite communications. Adequate equipment is essential to successful security operations, including uniforms, camping equipment, vehicles, and access roads (or boats for marine conservancies), small air strips, radios, security outposts, HQ radio rooms, potable water etc.

Activities under this project will build on current work, and scale up efforts significantly:
i. Contribute to security salaries and operational costs
ii. Issue all conservancy rangers and mobile teams with a full uniform and relevant equipment
iii. Establish new outposts in relevant locations, with solar powered desalination units where appropriate
iv. Provide reliable transport to all mobile teams, including operating costs
v. Provide adequate aerial support to all security operations
vi. Establish a Road Unit to maintain road and airfields
vii. Operationalize Phase 2 of the NRT digital communications system including ICT Manager to provide support for the communications equipment
viii. Upgrade Lewa workshop to improve the timeframe for servicing NRT vehicles
ix. Provide adequate administrative support to the conservancy rangers and linkage to Kenya Police Service and Kenya Wildlife Service

**Result 2: All conservancy rangers and mobile teams adequately trained**

Likewise, training is a key part of building security capability. Given the large number of rangers, spread over 35 conservancies, upgrading, and maintaining skills is a challenge. This is done through a set of police-approved Standard Operating Procedures, and all rangers are trained for at least 10 days each year. This includes discipline, patrol regimes, radio communications, tracking, police powers, reporting, wildlife monitoring, stock-theft and so on. The mobile teams are trained to a higher level, including police prison, ambush management, medical emergency, firearms, dog and aircraft tracking and so on.

Activities under this project will build on current work, and scale up efforts significantly:

i. Train all mobile teams to the highest possible standard to undertake their responsibilities
ii. Train all conservancy rangers for at least 10 days per annum on NRT SOP's including medical and use of the new digital communications system

**Result 3: Improved gathering and sharing of human intelligence relating to poaching and insecurity**

The scale of up to 800 rangers across 35 conservancies provides an extraordinary network of human intelligence which can be managed to improve the strategies and targeting for anti-poaching work, responding to stock-theft, and building peace between conflicting communities. Managing human intelligence data effectively requires systems, train police liaison and command and co-patrol structures to deploy mobile teams for maximizing security results.

Activities under this project will build on current work, and scale up efforts significantly:

i. Mobile teams are effective and deployed on a well-coordinated intelligence led basis

**Result 4: Effective coordination and partnership with government security agencies**

Working closely with the Kenya Police and the Kenya Wildlife Service are central to the CPI. The Police Act governs the carrying of arms by National Police Reservists (all mobile teams and about 35% of conservancy rangers are NPR) and liaison with the Government of Kenya security services is essential to maintain legality, legitimacy, and the correct command-and-control for armed deployments against poachers and cattle rustlers.

Activities under this project will build on current work, and scale up efforts significantly:

ii. The Director of conservation ensures that all conservation activities are well supervised and fully coordinated with Government Law enforcement agencies.
iii. Police Liaison officer provides direct linkage and coordination with the Kenya Police Service
iv. An enhanced partnership with KWS will be developed, including assisting KWS establish JOCC L nits (Joint Operations and Communications Centre) at HQ and two northern Kenya regions with equipment, software and training, support to the KWS Community Conservation
Department on community conservation registrations and communication, and support for new KWS Ranger accommodation.

v. Ensure adequate visibility of actions to represent the support that the EU is providing to this intervention.

The program is also keen to incorporate elements of human rights-based approach (HRBA) in its implementation:

- To adopt human rights-based approach (HRBA) and related policies, as well as to strengthen human rights in the workplace, and assess measures taken to ensure regular human rights audits across project activity implementation;
- Putting up measures in place to ensure the protection and promotion of community rights including free prior and informed consent and protection of land rights and ensuring continuous awareness and training;
- Measures to be taken to address the risk of violations from RangER include the development and implementation of standard operations procedures; and
- Measures are taken to implement recommendations from the Due Diligent Report.

The objectives for the Evaluation

The overall objective of this consultancy is to conduct a final evaluation of the project against the OECD DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability. This will encompass:

1. Comparative analysis of endline data against existing project data on output and outcome indicators.
2. Critical assessment of the project design and delivery, identifying key challenges and successes
3. Human rights audit/Do-no-harm checks for any unintended / negative consequences of the intervention; and
4. Learnings and recommendations for future projects that can be drawn from this project.

The specific objectives of the evaluation will include but not limited to finding out the following aspects.

1. To provide End-Term levels that will help in revealing the performance of specific program indicators (more details on the indicators are given in the annexes);
2. To assess the relevance and coherence of project’s design, regarding the needs of the conservancies and how the project is perceived and valued by the target groups;
3. To assess the Efficiency and Effectiveness of the Implementation process and their appropriateness in supporting delivery (achieving project outcomes and impacts: Including unexpected results and factors affecting project Implementation {positively and negatively});
4. To review the institutional setup for partner engagement, capacity of project Implementation and coordination mechanism;
5. Undertake a human rights audit/do no-harm measures instituted during project implementation.
6. Identify measures taken by different stakeholders, opportunities and recommend actions necessary to ensure sustainability of the action;
7. To Identify the learning areas, and approaches that can be considered for future programming; and
8. To Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives

Target Beneficiaries and Key Stakeholder Groups

The wider beneficiaries of NRT's family of conservancies include 630,000 people from 16 different ethnic groups across 43 conservancies in 10 counties (see map below). The total area of community land covered by these conservancies is 4.48m hectares. Conservancy communities typically range from 1000
to 17,000 people, living on conservancies of between 15,000 and 500,000 hectares. All conservancies have access to NRT support (and would be beneficiaries of this project, especially the wider benefits of peace and improved stability and resilience, and the specific benefits of improved security to propel and wildlife. Equal numbers of men and women will be beneficiaries.

While smaller subsets of people are likely to be direct beneficiaries of this project, in terms of jobs, equipment, training and better working conditions for improved security, NRT’s overall effort is aimed at being transformative for entire communities and how they drive their own peace-building, natural resource management and livelihood development.

Criteria and Evaluation Questions

The report should be structured around and clearly answer the following evaluation questions:

Relevance

a. To what extent did the intervention objectives and design respond to beneficiary needs?
b. To what extent did the intervention objectives and design align with local government policies and priorities?
c. How has the project considered gender sensitivity both in the design and its implementation of activities?
d. To what extend has the Action mainstream cross-cutting issues such as promotion of human rights, gender equality, democracy, good governance, children’s rights and indigenous peoples, youth, and environmental sustainability integrated into the program?
e. To what extend does community rangers and by extension NRT accused of violating human rights while implementing the actions?
f. The extent to which recommendation from Due diligent report on human right/do no harm have been implemented?

Coherence

a. To what extent did the project harmonize and coordinate with relevant actors in the implementation area?
b. To what extent did the intervention add value while avoiding duplication of effort? Effectiveness
c. To what extent did the project achieve its intended outputs and outcomes, as defined by its performance indicators?
d. To what extent did project outcomes differ for men and women?

Effectiveness

a. To what extent are the current intervention contributing to the achievement of CPIs project outputs and outcomes?
b. Are there critical issues related to the achievement of project’s direct and indirect targets that should be addressed in the next period of implementation?
c. Are the Rangers able to effectively deliver the CPIs project interventions?
d. What are some of the unintended positive or negative consequences of the Project?
e. To what extent is the CPIs program intervention component effectively meeting the needs of the targeted beneficiaries?
f. Is there a suitable M&E framework to monitor and support the implementation of the targeted results?
g. Is the Monitoring and evaluation systems result based and facilitating a project adaptive management.
Efficiency
a. Was the project completed on time and on budget?
b. What strategies could be implemented to ensure financial and human resources allocated to the partners/conservancies are used efficiently?
c. How effective has the program interventions been in encouraging sustainable livelihood investment by stakeholder and partners in the CPIs project activities?

Impact of the program
a. How has the program impacted the lives of the targeted beneficiaries (conservancy scouts, mobile teams, KWS, local communities)?
b. To what extent has the CPIs program improved and strengthened the coordination and relationship of the targeted beneficiaries?
c. Did the intervention have any unintended and/or negative consequences?
d. How has the program improved the livelihoods of the beneficiaries?
e. What capacity does the project need to build among its partners to strengthen service delivery?
f. How many people were impacted-on by the program?
g. How much of this impact is directly attributable to the program implementation?
h. Are there alternative approaches of attaining the same impact?
i. To what extend has the Action of mainstreamed cross-cutting issues such as promotion of best approach to human rights, gender equality, democracy, good governance, children’s rights and indigenous peoples, youth, and environmental sustainability integrated into the program?

Sustainability
a. How likely is it that the positive effects or impacts of the intervention will continue beyond the project lifespan?
b. What factors are impacting their ability to sustain this in the medium to long-term?
c. What impact has CPIs project engagement had on the targeted beneficiaries? For example, has the knowledge generated by CPIs project influenced policies of the partners towards program ownership?
d. What changes have been produced across the project stakeholder and partners that are likely to increase the sustainability of the interventions?
e. What is the likelihood/indications that the benefits of the program may continue to be felt after the program has ended? To what extent did the benefits from the program continue to be seen after the program closeout?
f. What factors, if any determine whether the benefits of the program would continue to be felt after the program closeout?

3. Target Audiences

The main audiences for the final evaluation are the European Union (EU) the donor of this program, NRT, member conservancies, Ministry of Tourism and Wildlife, KWS and Kenya Police Service. The results of the final evaluation will also benefit other stakeholders including donors operating in the livelihood, peace, security and conflict resolution sector across Northern and Coastal Kenya. The evaluation findings will also be shared with the respective county’s governors and national government.

4. Assessment Type

This is a final evaluation aimed at finding out the extent to which the program has achieved its objectives as per the set indicators and the impact created by the program.
5. Evaluation Approach & Methodology

The final evaluation will use a robust approach that is appropriate for both qualitative and quantitative methods. Data will be collected from the project locations in Northern and Coastal Kenya. The selected consultant will prepare the study methodology, adapt the final evaluation data collection tools and prepare further tools where necessary, and prepare the sampling frame to meet the objectives of this study. The methodology and relevant tools will be adjusted in consultation with NRT, pilot tested, and finalized before the study. The consultant will gather information from both primary (interviews, focus groups, beneficiary stories, etc.) and secondary (project documents, records, etc.) sources using mainly qualitative data and will focus on the following stakeholders: Community members, security stakeholders, security apparatus within the landscape, women, youth beneficiaries (both men and women) of peace training, spouses of beneficiaries, parents/guardians, community leaders, youth leaders, and others as appropriate.

The evaluator should have experience in a wide range of qualitative and quantitative approaches. The evaluator should highlight the key methodological approaches that they have used in the past and the different scenarios where they are best suited. The approaches should be able to achieve the following:

- Attribution: able to attribute the impact of CPIs project intervention to the intervention itself,
- Intrusion: should not interfere/ intrude into the CPIs project implementation process,
- Reputational risk: should not create any reputational risk to CPIs project and/or to the evaluator,
- Statistical rigor: should meet the highest possible level of data integrity and statistical rigor
- Usage of available monitoring data: should be able to utilize any existing program data/information,
- Least cost: should aim at utilizing the minimum resources to achieve the highest level of methodological acceptanccccce and statistical rigor.

Qualitative and quantitative data will be collected from both primary and secondary sources, the primary sources include field observations, interviews and/or focus groups discussions and secondary sources includes project documents, records, End-line data and end of season survey.

Primary quantitative and qualitative data on project outcomes and impacts will be collected from a sample of beneficiary, key informants, conservancy staff and stakeholder.

In addition, the consultant should consider conducting interviews with diverse stakeholders, including security leaders, local leaders, other partners working in the landscape.

Terms of Reference recognizes that different contractors have varying technical expertise in different thematic areas and evaluation methodologies. Applicants are encouraged to focus more on the thematic areas and methodological approaches that they have most experience with.

6. Ethical Considerations
It is expected that the evaluation will be conducted under the guidance of ethical considerations, which includes an adherence to the principles of openness of information given; sensitivity about gender, inclusion and cultural contextual contexts; reliability and independence of findings and conclusions as well as confidentiality.

7. Key Activities and Deliverables

The Midline-line evaluation exercise will start upon signing of the contract between NRT and the evaluator or an otherwise agreed upon date. The due dates for all deliverables will be finalized by the evaluator with NRT prior to submission of the inception report/work plan.

<table>
<thead>
<tr>
<th>Key Activities/Deliverables</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>November</td>
<td>November 8\textsuperscript{th}, 2022</td>
</tr>
<tr>
<td>Field Work initiated</td>
<td>November 21\textsuperscript{st}, 2022</td>
</tr>
<tr>
<td>Field Work completed</td>
<td>December 2\textsuperscript{nd}, 2022</td>
</tr>
<tr>
<td>Draft Report submitted to NRT and the other implementing partners</td>
<td>December 9\textsuperscript{th}, 2022</td>
</tr>
<tr>
<td>Final Report submitted to European Union</td>
<td>December 16\textsuperscript{th} 2022</td>
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</table>

The consultant shall take all reasonable steps to ensure that the assessment is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the assessment is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. To ensure high standards on quality and accuracy, the consultant will:

- Provide quality management standards and plans at every stage of the process
- Provide relevant statistical experts to the monitoring and evaluation team
- Provide a mixed team of experts relevant to the overall objective of the CPI project Program.
- Ensure all important ethical considerations are mainstreamed in the entire process.

It is unethical to present data of information from other contexts or areas of study in assessments. Project deliverables that show evidence of data not representing the targeted areas or copied from other documents will not be accepted and thus not approved.

8. Evaluation Work Plan

- Overview of project,
- Purpose of the Evaluation
- Proposed roles and responsibilities in execution of the evaluation
- Proposed evaluation methodology and approach, including methods for information collection and analysis, and key learning questions to be addressed
- Proposed and updated evaluation framework and timeframe,
- Proposed and updated budget,
- Reporting timelines (to NRT and implementing the other partners),
• A draft schedule of meetings/briefing plan which would include regular teleconferences to check progress and provide updates so that all parties are informed through all phases of the evaluation.

9. Evaluation Report Structure (Suggested)

1. Inception report including detailed description of methodology detailing the End-line survey design, sampling methodology & sample frame, survey tools, budget, and work plan.
2. Draft data collection tools submitted to NRT for approval (MS Word and PDF)
3. Field Report: original and cleaned data sets with codebook. The raw data, the database which has been cleaned (both qualitative and quantitative, including original field notes for in-depth interviews and focus group discussions, as well as recorded audio material), should be submitted together with the report. A simple inventory of material handed over will be part of the record. Northern Rangelands Trust will have sole ownership of all final data and any findings shall only be shared or reproduced with the permission of Northern Rangelands Trust.
4. First Draft End-line Report that will culminate in the final End-line report with the following elements:
   a) Table of contents
   b) A brief and clear executive summary with among others major findings of the End-line
   c) and summary of conclusions and recommendations.
   d) The objectives of the End-line, methodology and any challenges encountered in the field.
   e) All End-line values of the indicators included in the logical framework of the project should be clearly captured.
   f) A presentation of the findings and the analysis (Disaggregated according to gender, age and location, ward, and sub-county).
   g) Conclusions
   h) Recommendations with clear guidelines of how they can be implemented.
   i) Report annexes (including a Monitoring and Evaluation framework, Geo referenced
   j) Program sites and Coverage area map
5. Validation workshop facilitated with key project stakeholders for discussion (MS Word, MS Power point and PDF)
6. A PowerPoint presentation highlighting key findings from the End-line will be presented at a stakeholder’s review and validation workshop to be held after completing the draft report.
7. Second Draft Report with NRT & consortium partners comments, submitted to consultant
8. Second Draft End-line Report submitted to NRT, incorporating feedback provided during presentation (MS Word and PDF)
9. Final End-line Survey Reports - submit at least 3 hard copy and one electronic copy of the report by the agreed timeline. Findings (which may include a stakeholder report back. Format to be determined) (MS Word, MS Power point and PDF)
10. Evaluation report structure (Approx. 30 pages excluding annexes)

9.1 SUPERVISION AND QUALITY ASSURANCE

This assignment will be overseen by the Northern rangeland trust, MEL Manager.
9.2 PERIOD OF CONSULTANCY

This midline evaluation is estimated to take 40 days beginning Mid October 2022, to December 2022. Details of how this time will be spent will be provided in the workplan of activities to be developed at the beginning of the assignment by both the consultant and NRT.

9.2.1 The Toles of NRT:

- The costs of Meals, Accommodation and Transport up to the CPI project offices in the NRT HQ and will be met by the Consultant team. CPI project team will only meet Transportation cost within the Program areas during the implementation phase. This is due to the terrain of the area.
- All field work planning and debriefings will be done at the CPI project field Offices/conservancy HQs.
- Presentation of inception report and findings to CPI project team and implementing Partners will be done at CPI project Office in Lewa while stakeholder’s validation workshops will be done within appropriate, available, and accessible place for stakeholders.
- The goal owner of this assessment is the Project Director and the point person on the field management team are the Program Managers from the different partners.
- In consultation with the consultant on the criteria and qualifications required, RangER Programme Lead supported by the consortium partners will recruit and manage enumerators and FGD facilitators and field supervisors. The consultant will provide data entry clerks and field supervisors whose enumeration will be included in the financial bid. Due to local dynamics, enumerators and FGD facilitators will be paid by RangER Programme Coordinator as shall be deemed necessary.
- The consultant will be expected to provide separate and adequate field supervision during data collection. The cost of this will also be included in the financial bid of the consultant.

9.3 ASSURANCE OF CONFIDENTIALITY

All deliberations related to gathering data for this case study shall be kept confidential and shall not be divulged to any third party, neither verbally nor in writing or in any other form.

9.4 SKILLS AND QUALIFICATIONS

The consultancy must demonstrate the following.

- The consultant should have a mix of expertise in order to successfully deliver on the assignment.
- The Consultancy should have a team of experts of Experts of Experts with over 8 years of experience in assessments of Resilience Building Programmes in ASALs in Kenya (Lead Consultant), Peace building/conflict resolution, Natural Resources Management, Sustainable Dryland Agriculture and Livestock production, Agribusiness and Market Access systems, Food and Nutrition, Policy and Governance, Peace and Conflict resolution, ASAL Livelihoods and Enterprise development, Soil and Water Conservation, Results Based Monitoring and Evaluation will provide a best scenario to deliver on this End-line assessment assignment.
- Experience in use of participatory skills and approaches among the pastoralists and agro-pastoralists communities.
- Excellent communication skills in both written and oral demonstrated in their ability to write comprehensive reports with in-depth analysis.
- Experience of having conducted a similar job to the expectation of the European Union is an added advantage.
- Previous experience handling similar assignments in Kenya.
- Experience working in peacebuilding and conflict management in some or all target counties.
• Experience in working with youth economic development.
• Evaluation experience in working in the northern counties.
• A Master’s degree in a relevant Social Science field.

9.5 Profile of evaluator/evaluators

The evaluator must demonstrate:
• Strong experience in designing and leading multi-faceted program evaluations
• Ability to facilitate and relate to stakeholders at multiple levels
• Proven ability to use quantitative, qualitative, and participatory evaluation methods, with examples and references that can speak to this experience
• Data analysis and presentation skills, and strong writing ability
• Sensitivity to cultural/historical context in the data collection process
• Experience evaluating agricultural livelihood programs.

9.6 Application Requirements

Application materials shall include:
• Profile for the consultant
• A written response to this TOR in terms of a proposal detailing the technical understanding of the task, proposed methodologies of the assessment, expected activities and deliverables, proposed work plans with schedule, and financial bids. See Annex 2&3
• Detailed CVs of all professionals (s) who will work on the evaluation. If there is more than one consultant on the proposed assessment team, please attach a table describing the level of effort (in number of days) of each team member in each of the assessment activities. See Annex 4
• Professional references: please provide at least three references from your previous clients and full contact details of the referees.
• At least 2 End-line reports undertaken of similar programmes and context
• Tax compliance certificate for consultant

CONTACTS FOR SUBMISSION AND DUE DATE

Bidders should submit both Technical and Financial proposal in clearly marked “Tender No. NRT/OCTOBER/28/2022 “Consultancy for End-line Survey – “EU-NRT Community Policing Initiative (CPI): Combating Wildlife Crime while Enhancing Livelihood Development”. The Proposal should be addressed as below to send to Northern rangeland Trust via the email: bids@nrtkenya.org or to submit undersigned (hand delivery or couriered) by 26th October 2022 not later than 11am.

The Proposal should be addressed as below to reach the undersigned (by mail or hand delivery) by 26th October 2022

THE TENDER COMMITTEE CHAIRMAN
NORTHERN RANGELANDS TRUST
Lewa Wildlife Conservancy,
ISIOLO – NANYUKI ROAD
C/O LEWA DOWNS
10. Annexes

Annex 1: EU-NRT Community Policing Initiative (CPI) Program M&E Log frame
Annexe 2: Technical Proposal Format

1) **Introduction**: description of the Consultant, their qualifications, and statutory compliance (1 page)

2) **Background**: Understanding of the project and assignment, context, and requirements for services (2 pages)

3) **Proposed methodology** - Indicate methods to be used for each indicator, review objectives and highlight any areas where indicators may need adjustment. The targeted respondents should be indicated for each indicator. Proposed detailed questions should be indicated. Detailed sampling procedure and survey design needs to be indicated. (Max 6 pages)

4) **Consultants experience** in undertaking assignments of similar nature and experience from the geographical area for other major clients (Table with: Name of organization, name of assignment, duration of assignment (Dates), reference person contacts-2 pages)

5) **Proposed team** composition (As per annex 4)- Max 2 pages

6) **Work plan** (Gantt chart of Survey implementation plan (Start date: As per Contract signing date)-1 page

**ANNEX 3: Financial Template**

The consultant shall only quote for the items below as CPI Program will take costs of Logistics and payment of enumerators and FGDs as guided also in section 9.2.1

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit</th>
<th>No. of Units</th>
<th>Unit Cost</th>
<th>Total Cost (Ksh.)</th>
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<tbody>
<tr>
<td>Consultancy Fee (for the whole assessment period)</td>
<td>Per day</td>
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<td>Meals and accommodation</td>
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<tr>
<td>Supervisors and data entry clerks</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Office expenses (Printing, photocopy, binding, communication costs etc.)</td>
<td>lump sum</td>
<td></td>
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<tr>
<td><strong>Grand Total</strong></td>
<td></td>
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</tbody>
</table>

A cover letter shall be provided detailing totals costs in Kenya Shillings addressed as per the technical proposal.

**ANNEX 4: Proposed Team Composition Template**

<table>
<thead>
<tr>
<th>Name of Team Member</th>
<th>Team</th>
<th>Highest Level of Qualification</th>
<th>General Years of Experience related to the task at hand</th>
<th>Number of days to be engaged (Level of effort)</th>
<th>Roles under this assignment</th>
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