Terms of Reference: Development of Case Study on World Food Programme’s (WFP) Asset Creation Transition

1. Background

The USAID Partnership for Resilience and Economic Growth (PREG) brings together humanitarian and development partners to build resilience among vulnerable communities in Northern Kenya. PREG targets nine arid and semi-arid lands (ASALs) counties that have suffered recurrent drought, human conflict, and a legacy of marginalization by government and international investments countries. USAID PREG works with the Kenya National Drought Management Authority (NDMA) and county governments to coordinate resilience and economic growth activities under the ending drought emergencies (EDE) framework.

With the support of USAID through investing of more than $360 million to increase resilience and economic growth, PREG has contributed to notable successes in ASAL communities, since its inception. The PREG model is grounded in the approach of sequencing, layering, and integration (SLI) of humanitarian and development assistance to improve livelihoods. The World Food Programme (WFP) is one of the partners that USAID is partnering with in the ASAL counties to build the capacity of stakeholders such as county governments to implement resilience building activities. Since 2009, WFP has been shifting from direct food relief to food-for-work approaches, and subsequently resilience building or asset creation approaches. Through asset creation, WFP aims to improve household’s adaptation and resilience to changes in climate and other shocks through community based planning processes, sustainable land and water management, and the application of relevant new technologies and services.

Since 2009, WFP has implemented an assets creation programme in the ASAL counties of Kenya through community-based organizations (CBOs), local and international NGOs as cooperating partners, and NDMA, while making linkages with relevant government line ministries. However, since the inception of Kenya’s new constitution with devolved units (counties), there are increased opportunities for partnership and leveraging government comparative advantages in project implementation. Activities supported by WFP (agriculture, water, and environment) are devolved functions to the counties. In this regard, WFP in 2015 started the process of transitioning asset creations programmes to county government.

In March 2017, at a PREG Learning Event in Turkana, the transition from humanitarian to development assistance was identified as a key focus area for learning that would be shared across programs. WFP’s approach to building communities’ resilience through asset creation should be documented and shared widely as a best practice to building resilience to recurring droughts. To capture the design/process, experience, lessons and opportunities of the asset creation and transition approach, Africa Lead (PREG Learning) with close collaboration from WFP, will conduct a case study on WFP’s Asset Creation Transition programme focusing on the three county governments of Wajir, Baringo, and Samburu.

2. Objective

To conduct a case study on Transition of WFP’s Asset Creation activities, leadership, and responsibilities to the county governments in Wajir, Samburu, and Baringo.

Specific objectives include:
- To capture the process and tools of transitioning from WFP and NDMA to the county governments’ leadership:
  o Document preparations/processes undertaken prior to official transitioning in the three counties
  o Document any tools developed that facilitated smooth transitioning of the programme.
- To document the county-led asset creation programming:
  o Document how the programme is operating since the county government took over including implementation and coordination structures.
  o Document testimonials from county government officials and other stakeholders on the impact of the county-led assets creation programme.
  o Document testimonials from beneficiaries of the assets
- To synthesize and highlight the successes, lessons, opportunities, and gaps of WFP’s asset creation transition around leadership and responsibilities to the county governments.
- To draw conclusions about the critical ingredients for WFP’s asset creation transition around leadership and responsibilities in relation to the model’s success

3. Scope of Assignment

The scope of the assignment is to conduct a case study on WFP’s Asset Creation Transition programme in Wajir, Samburu and Baringo. The case study will specifically highlight transitioning of responsibilities on assets created with support from WFP, NDMA, and cooperating partners (NGOS) to the county governments in these three counties, thus promoting sustainability and institutional capacity strengthening to the county governments.

This research will take place in three phases: (I) an inception phase with the aim of designing the study methodology and specific research questions, and (II) a data collection phase, which incorporates field research, analysis, and initial report writing and (III) the reporting phase, which includes the final writing of the study and the presentation.

Phase I: The Inception Phase will involve:

- An initial desk review of available data and analysis on WFP’s asset creation and transition of leadership and responsibilities to county governments;
- Development of a draft framework on asset creation and transition of leadership and responsibilities;
- Inception meeting to present and agree on a methodology and time frame;
- A fully-developed methodology to be employed during the study, including specific indicators and interview questions.

Phase II: The Execution Phase will involve:

- Reviewing relevant documents and providing a synthesis report that meets the objective;
- Field-based data collection, including interviews and consultation with WFP, USAID, county governments, beneficiaries and other key stakeholders;
- Analysis and draft report writing.
Phase II: The Reporting Phase will involve:

- Production of a twenty-page case study report and six-page policy brief
- Production of and presentation to USAID and Africa Lead of a final PowerPoint presentation (maximum 25 slides)

4. Approach and Methodology of Assignment

The study will involve the use of mixed methods research, including desk reviews, key informant interviews, observation, and focus group discussions (FGDs). For individual interviews and consultation with the WFP team, the consultant is expected to conduct face-to-face interviews or teleconferencing. For FGDs, Africa will facilitate one-on-one meetings at the county level. In addition, the consultant will also facilitate in-person interviews or phone calls with respondents in Nairobi include USAID and WFP.

The consultant is responsible for designing the study methodology and meeting deadlines under the three phases to meet the following:

- Desk Review
- Interviews with USAID, WFP, programme beneficiaries and county officials
- Case study report
- Case study presentation PowerPoint presentation

5. Timelines

The anticipated period of performance for this consultancy is 27 days from April to May 2018.

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<thead>
<tr>
<th>Deliverables</th>
<th>Required LOE</th>
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<tbody>
<tr>
<td><strong>Phase I</strong></td>
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<tr>
<td>• Orientation and preliminary meetings with Africa Lead, WFP, and USAID</td>
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<tr>
<td>• Design, develop methodology, and produce inception report</td>
<td>5 days</td>
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<td>• Desk review and production of synthesized summary report</td>
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<td><strong>Phase II</strong></td>
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<tr>
<td>• Interviews with county officials, WFP team, and USAID</td>
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<td>• Field data collection in the targeted counties (including travel)</td>
<td>17 days</td>
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<td>Analysis and submission of 1st draft case study report</td>
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<td><strong>Phase III</strong></td>
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<td>Submission of 2nd draft case study report</td>
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<td>Meeting with WFP and USAID to present the case study</td>
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<td>Presentation to PREG Partners (PowerPoint presentation)</td>
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<td>Final case study received</td>
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<td>Debrief meeting with Africa Lead</td>
<td>5 days</td>
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6. Deliverables
- Inception report with final and agreed upon methodology, work plan, and timeline
- Summary of the synthesized report on the desk review and bibliography
- Draft case study report
- Final case study report incorporating comments from WFP, USAID, and Africa Lead
- PowerPoint presentation

7. Reporting
The consultant will coordinate and work under the direct supervision of the Africa Lead ESA Resilience Coordinator. In ensuring the quality of work to be undertaken, it is important to continuously consult with Africa Lead to ensure agreement on expectations, the scope of the work, and a specific work plan for technical guidance and quality control.

8. Submission of Proposal
Consultants that can perform the task as per this Terms of Reference should submit their proposal (not more than 15 pages) including methodology, example of case studies. The proposal should take the following aspects into consideration;

- Relevance to Terms of Reference (ToR)
- Methodology
- Budget breakdown
- Professional, academic qualifications, and contact details for three references
- Experience of case study development
- Examples of previous work

9. Minimum Qualifications
This task will require a consultant who should have the following key qualifications and experience:

- Knowledge and experience in writing for impact, conducting case study research, and participatory methodologies and approaches for USAID or USAID implementing partners;
- Familiarity with CAADP, the EDE Common Programme Framework, and/or other relevant development frameworks in Kenya is a plus;
- Knowledge of key policy issues within the livestock, water, and natural resource management sectors within Arid and Semi-Arid lands (ASALs) in Kenya and PREG is a plus;
- Excellent written and verbal communication skills in English (Level IV ability), including good editing skills and strong attention to detail;
- Experience and/or training in facilitating FGDs, informative interviews, and knowledge of ethical interviewing methodologies;
- Excellent time management skills and ability to meet deadlines.