MINISTRY OF AGRICULTURE, LIVESTOCK, FISHERIES AND COOPERATIVES

STATE DEPARTMENT FOR CROP DEVELOPMENT AND AGRICULTURAL RESEARCH

DROUGHT RESILIENCE AND SUSTAINABLE LIVELIHOODS PROGRAMME (DRSLP)

FINAL INCEPTION REPORT

Training of NGOs and CBOs on Resilience to Climate Change in an agro-pastoral context

For the Multinational Rural Livelihoods' Adaptation to Climate Change in the Horn of Africa (RLACC) – Kenya project

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1. Introduction

Kenya's economy and livelihoods are dependent on agriculture, a sector that is highly climate sensitive as it is mainly rain-fed. The general warming trend observed in Kenya, shifting seasonal rainfall patterns and an increasing frequency and intensity of extreme climate events, majorly floods and droughts, due to climate change are posing serious risks on the agriculture sector. This is seen from a decline in crop production, lack of pasture and water that causes livestock deaths especially in the Arid and Semi-arid Lands (ASALs), increase in pest and diseases for crops and livestock, among other impacts. Ultimately, this slows down the country's economic development, results in losses in livelihoods and agriculture-based incomes and food insecurity. Climate is a key driver of the increasing numbers of food insecure people in the country, as shown by the 6 millions people who needed humanitarian food assistance between July 2017 and February 2018 due to drought[1]. Pastoral and agro-pastoral communities in the ASAL counties have especially been most affected by climate-driven food insecurity. With the world already on course for global warming of more than 1.5°C, climate risks and impacts will get worse into the future.

In response, the Government of Kenya places significant priority on adaptation and building resilience to climate change. The country's Intended Nationally Determined Contribution (INDC) and National Adaptation Plan (2015 - 2030) state that the country will ensure enhanced resilience to climate change towards the attainment of Vision 2030 by mainstreaming climate change adaptation into the Medium Term Plans (MTPs) and implementing adaptation actions. At county level, County Integrated Development Plans are noting the need to build resilience to climate change.

The Rural Livelihoods' Adaptation to Climate Change in the Horn of Africa (RLACC) – Kenya project aims to improve resilience to climate change of pastoral and agro-pastoral communities and increase the adaptive capacity of their livelihoods, targeting Baringo and Turkana counties in Kenya. The project has focus on "soft" measures for planning resilience in the long term, in order to increase the local sources of social, human, financial, economic, natural and physical capital (i.e. livelihoods assets), through an integrated watershed management approach.

The RLACC activities will focus on community-based adaptation measures, the regeneration of ecosystems and infrastructures, and the enhancement of management systems, reducing the vulnerability of agro-pastoral communities at the same time that the long-term adaptive capacities are strengthened. The project targets to sensitize, create awareness and build capacity of local CBOs and NGOs who will in turn train the pastoral and agro-pastoral communities and other stakeholders for improved resilience to climate change.

Capacity building of the local CBOs and NGOs will be supported by this consultancy. The overall purpose of this assignment is to support RLACC in the development and delivery of a training package for NGO and CBO partners as part of local stakeholders' sensitization, awareness and information sharing on Climate Change adaptation. The specific objectives of the consultancy are to:

- Conduct training needs assessment in the targeted areas

- To map NGOs and CBOs that are actively engaged in climate change related activities in the targeted areas

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[1] 2017 long rains and short rains assessments. Source: NDMA

- Develop training content on climate change adaptation in the context of pastoral and agro pastoral systems in the targeted areas

- Conduct comprehensive training for CBOs and NGOs in the targeted areas

As indicated in the Terms of Reference for this consultancy (see Annex 1), mapping of tasks to be carried out to achieve these objectives against the expected deliverables is presented in Table 1.

Table 1: Tasks and deliverables for the training support consultancy

Task	Expected deliverable
Review the existing project documents and other relevant materials	A detailed report on : - NGOs and CBOs inventory and their training needs - Training package comprising of technologies, practices and innovations - Appropriate Community based approaches for pastoral and Agro pastoral systems - Community training plans for use by the CBOs and NGOs
Review and document climate adaptation technologies and practices in the context of pastoral and agro-pastoral systems including indigenous local knowledge	
Review and document Community-Based Climate Change Adaptation and Resilience approaches	
Take an inventory of NGOs and CBOs actively engaged in agriculture and environment in the two target counties	
Assess the capacities of the NGO's and CBOs in addressing climate change adaptation and resilience	
Facilitate the development and design of community training plans by the NGOS and CBOs	
Develop a training package on technologies, practices , innovations and community based approaches and present to PCU for validation	A training report
Conduct training for the CBOs and NGOs in consultation with the Project Coordinating Unit	

This inception report is one of the deliverables in the consultancy ToR. It presents a detailed methodology and plan for carrying out the tasks and achieving the key deliverables. As agreed with RLACC staff during the consultancy inception meeting, held on 24th May 2021 (see meeting minutes in Annex 2), this inception report provides a gantt chart showing the timing for the specific tasks and deliverables. The report also presents the proposed content outline for the training.

All the tasks undertaken, information generated and results achieved from this consultancy will be documented in a comprehensive final report (the last deliverable in the ToR).

2. Detailed methodology

The methodology described in sub-sections 2.1 to 2.7 of the report corresponds to how the tasks in the consultancy ToR will be carried out.

2.1. Take an inventory of NGOs and CBOs actively engaged in agriculture and environment in the two target counties

Staff in the County Departments of Agriculture and Environments in Baringo and Turkana counties will be consulted on the key local CBOs and NGOs that they work with. Support will be sought from the RLACC PCU to connect the consultant to the relevant staff. The consultant will also use networks she has developed in her work to populate the inventory with the relevant NGOs and CBOs.

The inventory will have information on:

- The name of the NGO or CBO
- Sector in which their work is focused on
- Thematic areas in the sector that they work on. Where possible, the inventory will especially highlight CBOs and NGOs who are involved in supporting communities to implement climate adaptation and resilience actions.
- Locations in the counties where they have recent projects on thematic areas relevant to climate change adaptation and resilience. This will include communities targeted by the projects.
- Contact information

2.2. Review and document climate adaptation technologies and practices in the context of pastoral and agro-pastoral systems including indigenous local knowledge

Key informant interviews (KIIs) will be conducted with county staff, CBOs and NGOs identified to gather information on climate adaptation technologies and practices that they support pastoral and agro-pastoral communities to implement in the two counties. The KIIs will be done via online Microsoft Forms or telephone calls, depending on the suitable communication means for the CBOs and NGOs

Information will also be gathered from review of relevant county documents, organisation documents as well as from recent research studies that have been conducted in the two counties.

Key questions that will guide information gathering on climate adaptation technologies and practices are:

- What adaptation technologies and practices are currently being implemented?
- Where are the adaptation technologies and practices implemented in the two counties? Who is involved in implementation and what is their role?
- Why are these specific adaptation technologies and practices being implemented?
- How were the adaptation technologies and practices decided? What tools and information were used to make these decisions?
- How is indigenous knowledge used in design and implementation of climate adaptation technologies and practices?
- How widely are the adaptation technologies and practices implemented in the counties?
- What adaptation and climate resilience benefits or outcomes have been observed from these adaptation technologies and practices?

- What lessons have been learnt from implementing the adaptation technologies and practices?
- What capacity gaps exist to implement the adaptation technologies and practices?

2.3. Review and document Community-Based Climate Change Adaptation and Resilience approaches

The KIIs targeted at CBOs and NGOs will include questions to find out the community based adaptation and resilience approaches that they are implementing with communities in the two counties. This will be further supported by literature reviews as per documentation that will be available.

Community based adaptation (CBA) is broadly considered as community-led or community-managed action on climate change adaptation, that is based on communities' priorities, needs, knowledge and capacities[2]. The aim of CBA is to support the adaptation needs of the most vulnerable people, who are often poor and marginalised people living in high-risk environments[3]. CBA may involve participatory learning and problem-solving, adaptation action - research, empowering communities to use their own knowledge and decision-making processes to take climate action, enhancing agency and voice on local climate action and finance, collaborative planning and local implementation of context specific climate adaptation initiatives[4], among other forms.

Considering this broad definition, communities, CBOs and NGOs may be implementing a number of interventions that they don't necessarily label as CBA or resilience. To address this, information gathered from KIIs and literature on the various interventions that communities, CBOs and NGOs undertake to adapt to climate change will be mapped onto well developed frameworks on CBA and resilience. The widely used CBA framework developed by CARE International[5] and the resilience framework developed under the BRACED programme[6] will be used. The Adaptation Good Practice (AGP) checklist[7] will be used to conduct the mapping. Reference will also be made to the key principles for locally led adaptation[8]. This mapping will be a basis for defining "appropriate community based approaches for pastoral and agro-pastoral systems", as indicated in the ToR.

2.4. Assess the capacities of the NGO's and CBOs in addressing climate change adaptation and resilience

Considering the proliferation of training opportunities on climate change adaptation and resilience, short-term training workshops are most useful when customized to particular needs of targeted participants[9]. In this regard, a training needs assessment (TNA) for the NGOs and CBOs is an important first step to design and delivery of

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[2] Reid, H. (2016) Ecosystem- and community-based adaptation: learning from community-based natural resource management, Climate and Development, 8:1, 4-9, DOI: 10.1080/17565529.2015.1034233

[3] Kirkby, P., Williams, C., & Huq, S. (2015). A brief overview of Community-Based Adaptation

[4] See Community Based Adaptation on WeAdapt and IIED.

[5] CBA Framework, CARE International

[6] Bahadur, A. V., Peters, K., Wilkinson, E., Pichon, F., Gray, K., Tanner, T. (2015). The 3As: Tracking Resilience Across BRACED. www.braced.org

[7] Adaptation Learning Programme, CARE International (2016). Adaptation Good Practice checklist.

[8] Soanes, .M, Bahadur, A., Shakya, C., Smith, B., Patel, S., Rumbaitis del Rio, C., Coger, T., Dinshaw, A., Patel, S., Huq, S., Musa M., Rahman, F., Gupta, S., Dolcemascolo, G. & Mann, T. (2021). Principles for locally led adaptation: A call to action. IIED, London

[9] Mataya, D. M., Vincent, K. & Dougill, A. J. (2020) How can we effectively build capacity to adapt to climate change? Insights from Malawi, Climate and Development, 12:9, 781-790, DOI:10.1080/17565529.2019.1694480

effective training. This will also support demonstrating cost effectiveness of the training delivered.

TNA will be conducted to ensure alignment of training objectives, contents and methodology with needs and motivations of the target trainees. The TNA will form a baseline on the knowledge and skills of the targeted NGOs and CBOs before the training and provide a chance for participants to express their specific training needs for learning on climate change adaptation and resilience.

A TNA survey will be developed, based on topics in the proposed training outline (see part 4). The TNA survey will be developed and deployed on Microsoft Forms so as to enable centralised collation of responses, tracking of the response rates and access to rapid analysis functions. The rapid analysis will be essential considering the short turnaround time that will be expected for the TNA results to feed into the training content.

Respondents to the TNA survey will be drawn from the identified CBOs and NGOs, as will be agreed with the PCU. To ensure a high response rate (of at least 75%), it is expected that the PCU will send out the survey to relevant individuals in the target CBOs and NGOs.

Responses from the TNA survey will be analysed and the results will be presented as part of the detailed consultancy report. The results will provide a means to check that the proposed training topics meet the need and inform customisation of the topics and content to the broad training needs expressed by the targeted participants. The results will also be an opportunity for the PCU to ensure that the right people within the defined CBOs and NGOs are targeted for the training. Having the right participants who will be committed to learning and have the space to implement the knowledge and skills gained will be critical to achieving the desired objectives of the training. This is also noting that participants' level of knowledge influences objectives that can realistically be achieved in a training workshop.

It is to be noted, however, that training may only be able to resolve part of the needs for effective adaptation and resilience at local or community level. Emerging needs that should be addressed through other means will be noted for consideration by the RLACC project.

2.5. Facilitate the development and design of community training plans by the NGOS and CBOs

CBOs and NGOs attending the training will be facilitated to develop plans to train communities in the two counties.The training plans will be based on the CBA and resilience frameworks and will make use of the Community Adaptation Action Plans (CAAPs) process developed by CARE International.

2.6. Develop a training package on technologies, practices, innovations and community based approaches and present to PCU for validation

A draft training package will be developed following the proposed content outline (section 4 below).

Development of the training package will be based on the consultant's knowledge, experience and previous similar training on community based adaptation and resilience. Information collected on climate change adaptation technologies and practices will be used as case examples. As adaptation and resilience are context specific, the development and implementation of technologies and practices should not be prescriptive, but rather through participatory development with communities.

This means devolving decision making to the communities, by empowering those most at risk of climate change impacts to lead more adaptation initiatives [10].

Focus of this training will be on how context relevant adaptation technologies, practices and innovations are identified, decided, designed and supported for implementation. This is rather than training on prescriptive adaptation technologies and practices that may not be applicable in some areas in the two counties, and that do not allow communities to lead and own decision making on adaptation solutions for their context. This also recognises that the CBA CAAPs planning is meant to be an empowering learning process that builds local adaptive capacity, while also resulting in tangible but flexible plans and innovative solutions for communities to reduce their vulnerability and enhance their resilience to climate change over time[11].

The training content and materials will draw from existing resources available from CARE International, as well as various organisations and projects working on the subject matter. Tailoring of the available resources will be done to improve and customise them to the identified needs of the targeted participants and the county context.

Revision and finalisation of the training package will be done following: feedback from PCU and the results from the TNA survey.

2.7. Conduct training for the CBOs and NGOs in consultation with the Project Coordinating Unit

The target participants for this training will be adult learners who may have technical expertise and experience in agriculture, community development, adaptation, advocacy and various related fields. With this in mind, and considering that training on climate change adaptation and resilience is most useful when it is participatory in design and delivery [12], the methodology used for the training will be majorly participatory rather than 'lecture' based. Participatory training methods will be useful for the participants to learn by:

- Thinking through the training content by themselves and giving them the responsibility to reflect on the information shared and work out their own conclusions e.g. on what the processes for planning for CRM and resilience means for their work and people they serve in their context;

- Understanding the concepts, processes and results by relating these with their to own values, roles, experiences, aspirations and contexts;

- Applying the knowledge gained in their work and receive benefits and feedback from use of the knowledge.

Table 2 below presents a comparison between traditional lecture based training and participatory training, as will be conducted by the consultant. Active engagement of participants will be sought throughout the training using various practical hands-on exercises, collaborative learning and guided discussions. This will also encourage participants to learn from each others as well as from the trainers. Various case examples will be used during the training, aligned to issues relevant to the participants' contexts.

[10] Soanes, .M, Bahadur, A., Shakya, C., Smith, B., Patel, S., Rumbaitis del Rio, C., Coger, T., Dinshaw, A., Patel, S., Huq, S., Musa M., Rahman, F., Gupta, S., Dolcemascolo, G. & Mann, T. (2021). Principles for locally led adaptation: A call to action. IIED, London

[11] CARE International (2015). Adaptation planning with communities.

[12] Mataya, D. M., Vincent, K. & Dougill, A. J. (2020) How can we effectively build capacity to adapt to climate change? Insights from Malawi, Climate and Development, 12:9, 781-790, DOI:10.1080/17565529.2019.1694480

Traditional 'lecture' teaching	Participatory training
Teacher tells students what they need to know	**Trainer asks questions**, facilitates discussions
Teacher is more knowledgeable and experienced than the students	**Both the trainer and the trainees are knowledgeable** and experienced
Teacher shares their knowledge with the students **by lecturing**	**Everyone must reflect on their own** or together with others, share ideas, experiences and expertise
Students are passive, just listening and taking notes	**Trainees are active, analytical**, ask questions and explore alternatives
Students l**earn the right answers** from the teacher	**Trainees develop their own answers** - e.g. there could be many different answers considering the complexity of building climate resilience

Some theoretical input will still be given, especially if some of the participants will be totally new to concepts and methodologies. The trainer will present key theoretical information that participants MUST know. Theory will help participants to have common ground and understand new topics and conceptual logic.

3. Plan for the consultancy

Following agreement from the negotiations that were held on 17th December 2020, this consultancy is expected to be delivered in 30 working days. As further agreed during the inception meeting held on 24th May 2021, the 30 working days will be spread out between 27th May 2021 when the commencement letter is received and 16th August 2021; see minutes of the meeting in Annex 2 which have extended delivery of the final report to 31st August 2021. The Gantt chart below presents how the consultancy working days will be spread out over this time period, and when each of the deliverables are to be expected.

Important timing to note are the planned dates for the **training event, from 19th to 22nd July 2021**. It is expected that PCU will mobilise the targeted staff and carry out the logistics needed to be ready for training on those dates.

It is highly recommended to bring together participants from Baringo and Turkana counties to a central location for one training event, with a large enough training room for observing COVID-19 protocols. Bringing together participants from both counties will enable knowledge exchange between the two counties, ensure training delivery that results in consistent knowledge uptake, enhance coherence in community training plans that will be implemented by CBOs and NGOs after the training while allowing for context specificity, and enable fast tracking of the training across the two counties. Essentially, combining participants from the two counties in one training event will enhance efficiency and cost effectiveness of the training. Towards this, the PCU is encouraged to target participants from the most active CBOs and NGOs and who are already engaged in some climate change adaptation and resilience work with communities.

No	Task	Activity	May-21	Jun-21					Jul-21					Aug-21		
			27-28, 31	1 to 4	7 to 11	14 to 18	21 to 25	28 to 30	1 to 2	5 to 9	12 to 16	19 to 23	26 to 30	2 to 6	9 to 13	16
1	An inception report with a detailed methodology and plan; and proposed contents outline. Review the existing project documents and other relevant materials	Compile the draft inception report	▨	▨												
		Send the draft report to PCU for review and feedback			🟧											
		Incorporate feedback and finalise the inception report			▨											
		Send the final inception report to PCU (**Deliverable 1**)			**D1**											
2	Take an inventory of NGOs and CBOs actively engaged in agriculture and environment in the two target counties	Create the inventory by consulting staff in the County Departments of Agriculture and Environments in Baringo and Turkana counties, and own networks on active CBOs and NGOs (A chapter in the report -Deliverable 2)		▨												
3	Review and document climate adaptation technologies and practices in the context of pastoral and agro-pastoral systems including indigenous local knowledge	Develop Key Informant Interview (KII) questionnaire to be used		▨												
		Conduct the KIIs		▨	▨											
		Analyse responses from the KIIs, draw information from literature and compile into a report (A chapter in the report			▨											

No	Task	Activity	May-21	Jun-21					Jul-21					Aug-21		
			27-28, 31	1 to 4	7 to 11	14 to 18	21 to 25	28 to 30	1 to 2	5 to 9	12 to 16	19 to 23	26 to 30	2 to 6	9 to 13	16
		-Deliverable 2)				▓										
4	Review and document Community-Based Climate Change Adaptation and Resilience approaches	Include relevant questions in the KIIs above			▓											
		Conduct the KIIs			▓	▓										
		Analyse responses from the KIIs, draw information from literature, map onto relevant CBA and resilience frameworks and compile into a report (A chapter in the report -Deliverable 2)				▓										
5	Assess the capacities of the NGO's and CBOs in addressing climate change adaptation and resilience	Develop the training needs assessment (TNA) survey				▓										
		Send the TNA survey to PCU to send to participants					🟧									
		Collate and analyse TNA survey responses						▓								
		Compile TNA results - for revision of training content as relevant and reporting (A chapter in the report - Deliverable 2)						▓	▓							
6	Develop a training package on technologies, practices, innovations and community based approaches and present to PCU for validation	Define the training content outline - part of the inception report		▓												
		Send the outline to PCU for review and feedback - part of the inception report			🟧											
		Develop a detailed training package, with input from the TNA survey results and PCU feedback on the content outline						▓	▓							
		Send the training package, plus other chapters for detailed report (Deliverable 2 as above), to PCU for review and validation								🟧						
		Design the training agenda							▓	▓						

No	Task	Activity	27-28, 31	1 to 4	7 to 11	14 to 18	21 to 25	28 to 30	1 to 2	5 to 9	12 to 16	19 to 23	26 to 30	2 to 6	9 to 13	16
		May-21		**Jun-21**					**Jul-21**					**Aug-21**		
		Incorporate feedback and compile the final training package and detailed report (**Deliverable 2**)									D2					
7	Conduct training for the CBOs and NGOs in consultation with the Project Coordinating Unit Facilitate the development and design of community training plans by the NGOS and CBOs	Conduct the training, including facilitating the development and design of community training plans by the NGOS and CBOs										▓				
		Develop training report											▓			
		Send the training report to PCU for review and feedback												▓(orange)		
		Incorporate feedback and develop the final training report													▓	
		Send the final training report to PCU (**Deliverable 3**)													D3	
8	Develop a comprehensive final climate change resilience report	Compile all the documentation and reports into a comprehensive draft final report											▓	▓		
		Send the draft final report to PCU for review and feedback												▓(orange)		
		Incorporate feedback and develop the final comprehensive report													▓	
		Send the final comprehensive report to PCU (**Deliverable 4**)														D4

4. Proposed training contents outline

The training content outlined below is divided into 6 modules that will be delivered in one of more sessions. The modules have an emphasis on practical implementation, balanced with an introduction to concepts and tools.

Module 1: Key concepts. This module will provide a re-fresher and help participants to have a common understanding of climate change adaptation and resilience, and key related concepts that will come up during the training. Participants will be provided with a write up of relevant concepts to read on their own, so that much of the time will be spent on practical training on implementation of climate change adaptation and resilience with communities.

Module 2: Understanding climate change and impacts in pastoral and agro-pastoral areas. This module will engage participants to reflect on observed changes in climate and climate-related impacts in the two counties. Participants will then be exposed to information on projected climate change and potential risks, especially to pastoral and agro-pastoral communities in the counties. This will enable participants to know where they can access information on climate change, increase their awareness and improve their understanding of climate information and the implications on risk.

Module 3: Introduction to CBA and resilience frameworks. The module will introduce participants to the CBA framework by CARE International, the Resilience framework by BRACED programme and the AGP checklist. To enable participants understand these frameworks, the documented climate change adaptation technologies and practices will be mapped against the frameworks. Similar mapping done by the consultant will be presented for validation against mapping done by participants, to help deepen understanding and identifying gaps or challenges with existing adaptation technologies and practices. This mapping with participants will also be a chance to reinforce what 'good practice' in CBA and resilience looks like, towards defining "appropriate community based approaches for pastoral and agro-pastoral systems".

Module 4: Facilitating the CBA CAAPs approach with communities. Building on the understanding of 'good practice' in module 3, module 4 will train participants to facilitate communities to develop Community Adaptation Action Plans (CAAPs). Documented adaptation technologies and practices will be used as case studies in this module, but will not be the focus of the module. As indicated in the methodology above, this module will have emphasis on how context relevant adaptation technologies, practices and innovations are identified, decided, designed and supported for implementation. The CAAPs process involves seven steps which the participants will be taken through: Launching the CAAPs process, context analysis and stakeholder mobilisation, participatory analysis of climate change vulnerability and adaptive capacity, development of CAAPs, implementation and adaptive management of CAAPs, integration of community adaptation priorities in local development planning and strengthening systems and institutions for CBA.

Module 5: Development of community CAAPs training plans. To ensure ownership of the community CAAPs training plans developed, this session will support participating CBOs and NGOs to develop the training plans themselves. The module will help participants to design how they will roll out training and facilitating communities to develop CAAPs and the resultant adaptation interventions. The community training plans will cover: identify target communities for the CAAPs training and development based on climate change impact analysis, defining training objectives in context, figuring out a TNA for the community with consideration of

previous trainings that have been delivered in the target communities, outlining content from the training, practicing training delivery, defining technical partners who will support the training and their roles, and define timelines. The training plans will be a chance for the CBOs and NGOS to demonstrated use of the knowledge and skills gained on the CAAPs process. The plans will also provide a means for long-term follow-up on trainings that will be undertaken by the CBOs and NGOs, outcomes of the trainings and help define further capacity building needed to enhance the climate change adaptation and climate resilience of communities.

Module 6: Learning journeys. Learning journeys will give participants time to individually reflect and unpack their own narrative on adaptation and climate resilience. This will be followed by an open space to connect with other participants' learning journeys for collective sense making.

5. References

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6. Annexes

Annex 1 Consultancy ToR

Training CBOs NGOs _ Final 2.pdf

Annex 2: Minutes from the consultancy inception meeting

RLACC CONSULTANCIES MEETING.pdf