



Terms of Reference

Power Mapping: Jamii Bila Balaa-Strengthening Family and Community Networks to Prevent Violent Extremism

1. Context

Search for Common Ground

Search for Common Ground (Search) is an international conflict transformation NGO that aims to transform the way individuals, groups, governments and companies deal with conflict, away from adversarial approaches and towards collaborative solutions. Headquartered in Washington DC, USA, and Brussels, Belgium, with field offices in 35 countries, Search designs and implements multifaceted, culturally appropriate and conflict-sensitive programs using a diverse range of tools, including media and training, to promote dialogue, increase knowledge and determine a positive shift in behaviors.

The Project

Search for Common Ground (Search), in partnership with Ijara Women for Peace (IJW) and Tana River Peace Reconciliation and Development (TRPRD), has secured funding from The US Department of State-Bureau of Counterterrorism and Counter Violent Extremism (CT) for a 24-month program to ***strengthen the role of families and community influencers to prevent recruitment into VE groups*** in at-risk communities of Garissa and Tana River Counties. The project will equip families and peer influencers in communities with knowledge and skills to act as “front-line” actors in recognizing early warning signs of radicalization, and with support structures and networks to share their fears and concerns, overcome stigma and trauma, and devise solutions to stem VE recruitment in at-risk communities of Garissa and Tana River Counties.

The primary target group for this program will be boys and men in the social and family networks of individuals at-risk and disengaged VE militants.” However, as much as men and boys are primary targets for Al Shabaab recruitment, so are their female counterparts, recruited by both male and female Al Shabaab recruiters. In addition, based on the information available to us, female relatives (mothers, wives, sisters) also play an important role in pushing male individuals into the social roles and expectations that can ultimately lead them to accept joining a VE group. Traditionally, in the Kenyan-Somali conflict negotiation set-up, women are not actively involved but have a considerable amount of power to pull strings and influence their husband’s decisions.

We recognize that lack of real, effective communication between older and younger generations represents a lost opportunity for preventing VE recruitment, and so in all of the project’s activities Search will take into consideration how intergenerational dynamics come into play. The project’s trainings for key influencers and at-risk youth will incorporate modules on effective communication and inclusiveness, thus equipping them to improve their outreach to individuals from other stakeholder groups and across generations. In addition, the selected family and community-led initiatives will have to be specifically designed to encourage intergenerational collaboration.

The project is founded on the premise that **families and friends** of individuals at risk of radicalization are understandably reticent to draw attention to themselves or seek help. Families and friends play a crucial role in shaping attitudes and beliefs during adolescence, and thus have

the power to either incite or “dampen a propensity toward violence”.¹ [A social network analysis](#) conducted by Search in Northeast (Mandera) and Coastal Kenya found that youth at risk of radicalization overwhelmingly turn first to peers their age (friends, siblings, young members of the extended family) for advice and inspiration, followed by other family members. However, our analysis also showed that friends and families are usually ill-equipped to offer constructive, tangible solutions that can address the grievances that facilitate terrorist recruitment, making the offers of VE recruiters seem all the more appealing. Research also points to a correlation between dysfunctional families (“absent parents” able to offer positive authority models) and increased vulnerability to recruitment,² a void that VE recruiters exploit by posing as mentors and father-figures. The role of women recruiters is also profound as they have the ability to recruit both men and women through kinship networks or their relationships with peers or students,³ and it is easier for them to create bonds, socialize, and promote sisterhood and belonging.⁴

The *theory of change* (ToC) underpinning the rationale of this project is: *if* families and community influencers gain the skills to identify and respond to early signs of radicalization in at-risk youth *and if* they have the community support structures and spaces to collectively address youth grievances and transform VE narratives, *then* recruitment of at-risk youth in Garissa and Tana River counties will be reduced.

The goal of the project is *to strengthen the role of families and community influencers to prevent recruitment into VE groups in at-risk communities in Kenya*. It pursues three objectives, supported by six expected results:

O1. To increase the capacity of family members and community influencers to understand and address family and social processes and dynamics that drive recruitment in at-risk communities of Garissa and Tana River counties.

ER1.1. Family members, community influencers and local authorities⁵ have increased knowledge of recruitment techniques and radicalization processes linked to family and community expectations of youth and how to identify early warning signs of VE in youth and children.

ER1.2. At-risk youth learn alternative ways to fulfill social expectations non-violently and confidence to increase their resilience to recruitment.

O2. To strengthen family-based, community-led support structures for youth in at-risk communities of Garissa and Tana River counties.

¹ RAND. What Factors Cause Youth to Reject Violent Extremism? Exploratory Analysis in the West Bank, p. 15.

² UNDP. Journey to Extremism in Africa, 2017.

³ “Violent Extremism and Gender in Kenya”, [The African Review](#), special issue, Vol. 45, no. 1, 2018.

⁴ Saltman and Smith. Till Martyrdom Do Us Part. Gender and the ISIS Phenomenon, 2015.

⁵ We understand the sensitivities of involving law enforcement (police), and although all of Search’s CVE projects in other counties have engaged local police in one way or another, we agree to CT’s request to not do so in this project. However we do request to keep this activity in order to engage other local authorities (village elders, chiefs, peace committees). This is the first time that Search will be operating in Tana River and Garissa counties, and so investing in ensuring that this stakeholder group understands our approach, and most importantly, understands and listens to local grievances that are known to contribute to VE recruitment, will be paramount. No material support will be provided to any local authorities, but their involvement will be highly beneficial to lay the foundations for a collaborative relationship with the families, and provide a “seal of approval” for family- and community-based activities to stem recruitment.

ER2.1. Families in at-risk communities have safe spaces to identify, discuss and implement community-based solutions to address VE issues related to social dynamics and expectations of boys and men, in coordination with local state and non-state services and initiatives.

ER2.2. At-risk youth have access to diverse and relevant mechanisms that support healthy and non violent masculinities as a resilience to VE recruitment.

O3. To strengthen narratives that promote healthy, nonviolent social expectations of boys and men that will deter from VE recruitment in at-risk communities

ER3.1. Perceptions around the roles that male leaders and influencers in marginalized, at-risk youth can play in communities are positively transformed.

ER3.2. Family and community-based role models of support to community members (at-risk youth, families of VE militants, etc.) affected by VE are promoted and celebrated in communities.

2. Goal and Objectives of Study

Search seeks a consultant (individual or team) to conduct a power mapping study.

Specifically, the objectives of the power mapping study are as follows:

- Map current power dynamics among key stakeholders that are considered relevant by at risk communities, particularly regarding VE in Garissa and Tana River Counties;
- Map out key influencers and parent and family-based networks and actors to engage with, included mapping their relationships and capacities and limitations in addressing VE dynamics in target communities;
- Map existing state and non state actors and structures that could and should be leveraged according to the project's objectives and goal to ensure effectiveness and sustainability;
- Map appropriate media spaces, messages, tools and formats among at-risk communities in the two counties, included existing narratives of pluralism, strength in diversity and nonviolence.

3. Key Questions of the Study

The power mapping study seeks to answer the following research questions:

OB1. Power Dynamics mapping

1. Which are the existing power dynamics related to VE that should be looked after and taken into account during the project implementation based on at-risk communities' perceptions in Garissa and Tana River Counties?
2. Which are the connectors, dividers, symbols, events of significant importance culturally and socially related to VE and among at-risk communities in the target areas?
3. Which are the spaces where these dynamics take place?

OB2. Key Stakeholders Mapping

1. Who are the key influencers and parent and family-based networks and actors to engage with in the targeted areas in Garissa and Tana River counties particularly in relation to VE?
2. Which type of relationships exists among these key actors identified and between them and the targeted communities?
3. Which are the capacities and limitations of these key actors in addressing VE dynamics in target communities
4. Which opportunities exists for building relationships, collaboration, joint actions and structural enablers exist?
5. Which are the gender dynamics on recruitment and radicalisation? Does masculinity play any role in VE dynamics?

OB3. State and Non-state Actors and Structures Mapping

1. Which are the existing state and non-state structures in the target areas that deal with VE related issues?
2. What are their existing capacities and limitations in addressing VE dynamics in target communities?
3. How can these structures be leveraged throughout the project to ensure effectiveness and sustainability?

OB4. Media Mapping

1. Which are the most popular radio stations among men, women and youth in the target area?
2. Which are the most culturally appropriate narrative and messages of pluralism, nonviolence and strength in diversity that could be leveraged by the media component of the project to counter VE messages?
3. Which are the most preferred media tools, format, spaces and radio stations among the targeted communities?

4. Geographic Locations

The study will target Garissa and Tana River Counties. Targeted areas will be Sub-counties bordering the Boni Enclave. In Garissa the study shall target Ijara, Fafi, Township and Dadaab sub-counties. Tana North, Tana River and Tana Delta. Tana Sub-Counties shall be targeted in Tana River County.

5. Methodology and Data Collection Tools

The consultant will be responsible for finalizing the literature review, designing the final methodology, developing tools, training of enumerators, data analysis, and drafting of the reports. Proposals should include clarity on data triangulation and key methodologies for data

collection, as well as justification for the relevance of these methods to the research objectives, questions and project. The proposal will also include sampling strategies associated with the proposed methods, methodologies for data analysis outlined, with justifications and reasoning for any key methods mentioned, Do No Harm strategies, and any proposed strategies for sharing the findings of the study.

The final methodology and tools will be approved by Search's Institutional Learning Team (ILT) before data collection begins. The Kenya team, ILT and Regional team will provide feedback on the reports, the final reports will be approved by the Kenya team and ILT.

6. Logistical Support

The consultant(s) will be responsible for organizing their own logistics for data collection (vehicles, fuel, and drivers), and this must be budgeted into the study. Search can provide support in arranging logistics. At least one Search staff member will be available to support data collection and logistics for this study.

In addition, Search and partners will share the following elements with the external consultant: Background materials including the project proposal and logframe, M&E plan, previous researches and all other materials relevant for the power mapping study.

7. Timeline and Key Deliverables

Search expects to finalize the recruitment of the consultant by end-November. The inception report with the agreed methodology, finalized tools, literature review and updated calendar must be available by mid-December. Data collection will begin in January. Search expects to receive the first draft of the report by beginning of February and the finalized version by end-February. Final deadlines will be agreed by Search and the consultant upon finalization of the contract.

Deliverables

Search expects the following deliverables from the external consultant:

- A power mapping inception report detailing literature review, proposed methodology, tools, calendar and written data collection tools;
- Training of enumerators;
- Supervision and participation in data collection;
- Oversight of the data coding process;
- Submission of the databases to Search;
- PowerPoint presentation of findings;
- Analysis of the data collected and production of a draft power mapping report in English for review by Search staff and partners;
- A Final Report of power mapping report in English (25 pages max in length for each, excluding appendices) that consists of (unless otherwise agreed upon with Search):
 - Table of contents
 - Abbreviations
 - Executive summary of methodology, limitations, key findings and recommendations

- Background information (project specifics)
- Methodology: Objectives, data collection and analysis and limitations of the study
- Research findings, analysis, with associated data presented
- A power map detailing targets of influence, how to influence them and the connections between these influences
- Appendices, which include detailed research instruments, list of interviewees, terms of references and evaluator(s) brief biography.

8. Budget

The budget must not exceed 18.000 USD.

9. Requirements of consultant

The following skills and experience are expected by Search for the selected evaluator for this project:

- Proficiency in English and Swahili (written and spoken); Knowledge of Somali or any local dialect in Garissa and Tana River County will be an asset
- More than 5 years of experience in project evaluation;
- Experience in conflict analysis and expertise in doing research on P/CVE programming;
- Experience working with international organizations;
- Experience conducting qualitative and quantitative surveys and analysis;
- Evaluation methods and data collection skills;
- Contextual knowledge of and experience working in East Africa, experience in Kenya and specifically in Garissa and Tana River Counties is a comparative advantage.

In addition, the consultant is required to respect the following Ethical Principles⁶:

- *Comprehensive and systematic inquiry: Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.*
- *Competence: Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.*
- *Honesty and integrity: Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.*
- *Respect for people: Consultant respect the security, dignity and self-worth of respondents, program participants. Consultant has the responsibility to be sensitive to*

⁶ Adapted from the *American Evaluation Association Guiding Principles for Evaluators, July 2004*

and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.

In addition, the consultant will respect Search's evaluations standards, to be found in Search's evaluation guidelines:

http://www.sfcg.org/programmes/ilt/dme_guidelines.html

Applications

To apply, interested candidates (individuals or teams) are requested to submit the following two documents:

- Curriculum vitae and one example of a power map realized;
- A technical proposal proposing a methodology for the power map together with a financial proposal for the completion of the aforementioned deliverables and a short cover letter.

Note: Only two documents can be submitted, so the technical and financial proposals must be combined, along with the short cover letter.

Applications must be submitted to the **following link** before **7th January 2019**

For any related questions, kindly write to: sjuma@sfcg.org with copy to cfassiotti@sfcg.org, and jkimamo@sfcg.org