



CENTRE FOR CONFLICT RESOLUTION - KENYA

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(A Programme of Foundation For Dialogue)

IMPACT EVALUATION REPORT

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1.0 INTRODUCTION

1.1 Background of the Organization

The Foundation for Dialogue (FFD) incorporated, as Center for Conflict Resolution (CCR) is a non-partisan, non-profit making organization in Kenya. The organization was founded in 1997 when Kenya was experiencing sporadic conflict that were perpetuated by the political climate of that time. The situation was worse in areas like Rift Valley province, where the organization is situated. There were ethnic conflict that resulted into many people losing their lives; property and a large number of people were internally displaced. Animosity and hatred led to tensions with sporadic conflicts, yet, there was little or at times no intervention from the existing authorities.

The organization was established to provide an alternative way of conflict prevention, management and resolution. The following are the hierarchy of objectives that guide the organization.

VISION

To create just society that is guided by the ideals of democracy, justice and equity respect for human rights and which accommodate diversity and tolerance in the pursuit of an integrated sustainable peace and development.

MISSION

To contribute to the transformation of society by ensuring the upholding of good governance, equity, justice and a peaceful co-existence among multi-ethnic communities within the program operation area.

OBJECTIVES

- ◆ *To promote respect for and observance of human rights through peace building*
- ◆ *To promote and encourage conflict prevention, management and resolution*
- ◆ *To promote and encourage outreach and awareness campaigns in alternative dispute resolution and reconciliation in the rural areas.*
- ◆ *Enhancing research on related issues and dissemination.*

These objectives have been implemented through three main programs i.e. Peace Building, Election Violence Monitoring and Research.

An eight member executive board manages the organization. CCR has received donor support from USAID, Ford Foundation and Action Aid to be able to carry out its activities over time.

1.2 Impact Evaluation of the Organization

CCR in conjunction with the partner donor organizations felt that after being in existence for seven years (five years of donor funding), it was important to evaluate the work of the organization. This led to the hiring of a Consultant to carry out the impact evaluation whose report is entailed in this document.

The report is organized into seven chapters. Chapter two is the methodology, chapter three to six highlights the findings and chapter seven are the major conclusions and recommendations of the evaluation. The chapters on findings are arranged as per the terms of reference (TORs) to be evaluated on the broad areas namely: Characteristics of the sample population, peace building, election violence monitoring and management of the organization.

1.3 Purpose of the Impact Evaluation

The purpose of the impact evaluation were as outlined below:

- a. *To assess the impact of Peace-Building activities by FFD/CCR on the target communities.*
- b. *To measure in comparative terms the level of election violence and impunity actions before, during and after the 2002 General elections.*
- c. *To assess the effectiveness of the methodologies of CCR/FFD.*
- d. *To establish the management efficiency in implementing internal monitoring and evaluation of the above programs including fiscal controls.*
- e. *Recommend areas of improvement.*

Key Management Issues included:

- i) *Adequacy of board supervision of the programs.*
- ii) *Qualification of the Program staff and volunteers and the relevance of their qualification and experience in implementing the program.*
- iii) *Management fiscal control; are funds disbursed and accounted for in time? Are there any corrective measures instituted by the management in response to audit reports.*
- iv) *Is the scope or span of the programs in terms of program delivery and reports effective?*

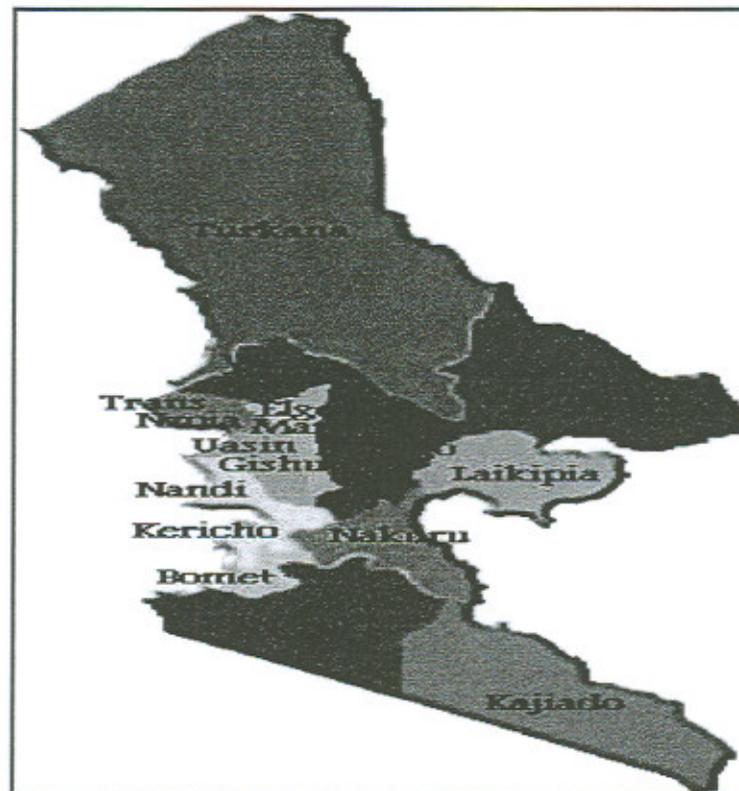
2.0 METHODOLOGY

2.1 Area covered

The evaluation covered specific areas in Rift valley province. These were Samburu, Nakuru and Laikipia Districts.

The major ethnic group in Samburu is Samburus who are largely pastoralists. Laikipia is multi-ethnic with Kikuyus (farmers), Samburus, Pokots, Turkanas (nomadic pastoralists) and Kalenjin (pastoralists).

Fig.1: Map of Rift Valley province



2.2 Sampling

The impact evaluation was done on the basis of stratified random sampling. In Samburu the evaluation was done in Maralal and Suguta Marmar divisions, in Laikipia it was Ol-moran, Ngarua and Nyahururu divisions while in Nakuru it was in Nakuru Town and Molo Divisions.

A total of 300 respondents who had been trained by CCR were to be randomly sampled to answer the questionnaires. Out of this number, 276 were reached which was 92% of the intended sample. The distribution was to be as shown in the table below:

Table 1 : Sample population

DISTRICT	PLACE	SAMPLE POPULATION	ACTUAL NO. OF RESPONDENTS
Samburu	Maralal	38	38
	Suguta Marmar	38	39
Laikipia	Nyahururu	38	29
	Ngarua	38	46
	Ol-Moran	36	18
Nakuru	Subukia	36	28
	Nakuru Town	38	36
	Molo	38	42
TOTAL		300	276

The selection of the samples was based on age, gender, and community leadership. There were various leaders in the communities that were randomly sampled to participate in the focus group discussion (FGDs) or act as key informants. There were 8 FGDS planned as follows: Samburu (2), Laikipia (3) and Nakuru (3). However, 4 FGDS (Nakuru 2 and Laikipia 2) were conducted and 9 key informant interviews (Maralal 6, Suguta Marmar 2, Nakuru 1) done.

Note: Results from Ngarua and Ol Moran divisions will be presented jointly as Sipili.

2.3 Data Collection

Two techniques were used to collect the data.

a) Questionnaires

It was assumed¹ that CCR had trained around 6,000 people. On the basis of this assumption, a sample of 5% was taken hence 300 respondents. Those to answer the questionnaires were randomly picked from the lists of those trained in the respective areas as mentioned above in 2.2. (See annex 1 for the questionnaire used).

b) Focus Group Discussions (FGDs)

FGDs were used to solicit information mainly from leaders of the community. A facilitator led the discussions and each participant had an equal chance of responding to the questions raised. A total of 39 leaders took place in the discussion. The groups were of between 7 to 11 members. (See annex 2 for FGD questions used).

c) Key Informant Interviews

The key informants were also interviewed on various issues in the field. The same model question for FGDs was applied to interview them.

d) Individual and group interviews

¹ There was no written report on the actual number trained at the time of sampling.

The board members were interviewed as a group while staff members were interviewed individually. Three board members and seven staff members were interviewed using questions on management. (See annex 3).

e) Document review

The organisational reports both activity and audit were reviewed. Policy documents and accounting procedures were also looked at.

2.4 Data Analysis

Quantitative data was statistically analysed using MS-Excel. Data entering was done using MS- Access, which was later converted into MS-Excel, and analysis done.

Qualitative data was analysed using successive approximation. Various issues that emerged were coded as per the TORs. These were later analysed vis a vis the quantitative data.

2.5 Data Presentation

Data is presented using words, tables and figures. Graphical techniques have been used to aid understanding.

2.6 Limitations

- The preparation time for the impact evaluation was limited. This made it difficult for some staff to mobilise the respondents as required.
- Some staff were not psychologically prepared for the exercise hence this brought panic and fear.
- The area covered by the project is very wide. Travelling long distances on poor roads was tiring.

3.0 CHARACTERISTICS OF THE SAMPLE POPULATION

TOR 1: What are the characteristics of the population trained by CCR?

The sample population trained by CCR was composed of 168 males and 107 females. This gave a total of 275 and not 276 since there was one respondent who did not indicate their sex. Out of the sample, 50.18% were single, 47.27% were married and the rest were divorced or widowed.

The sample population was relatively youthful. There were 148 of the sample population between the ages 15 to 34 years. The table below shows the distribution of the respondents by age.

Table 2: Distributions of respondents by age

Age		
Class	Frequency	%
15-19	27	9.96%
20-24	61	22.51%
25-29	60	22.14%
30-34	34	12.55%
35-39	12	4.43%
40-44	13	4.80%
45-49	11	4.06%
50-54	11	4.06%
55-59	15	5.54%
60-64	12	4.43%
65-69	5	1.85%
70-74	6	2.21%
75-79	3	1.11%
80-84	1	0.37%
	271	100.00%

Note: Five respondents did not give their ages.

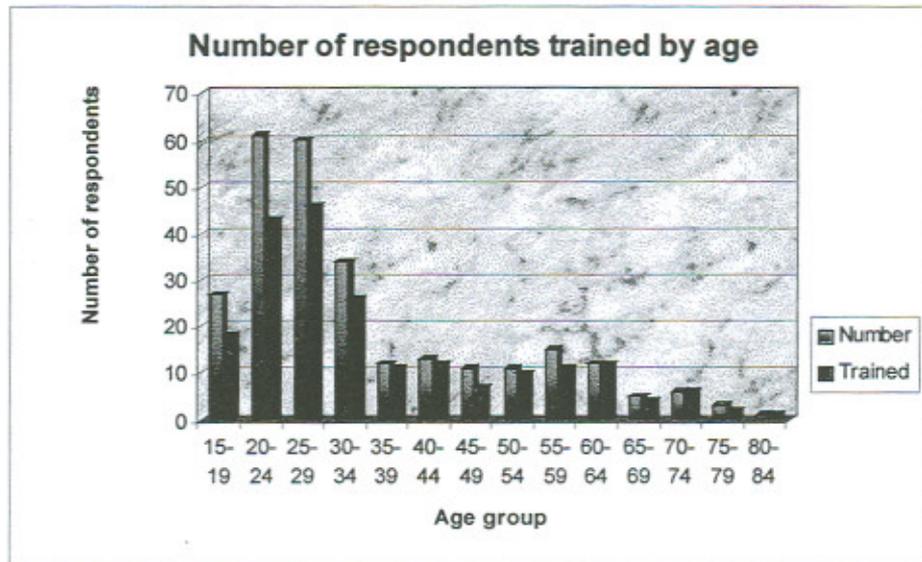
The sample population was fairly well educated with 64.13% of the population having secondary education and above. Those without any education were 7.25% of the total sample. A majority of the sample population were unemployed (58.18 %) while those in self-employment were 32%.

Strengths

- CCR works with many young people. This provides a brighter future for the organization since young people are an important capital for peace in the community.
- Most of people working with CCR are well educated (64.13%). This means that the trainability and possibility of propagating change is high in the community.

- A majority of the young people were trained by CCR. They have a great potential of sharing their knowledge with the community now and in future. The training received by age group can be illustrated in the figure below:

Fig. 2: Number of respondents trained by age



- The sex distribution of men (61.09%) and women (38.91%) is fairly balanced given the fact that in most community interventions, women hardly participate. A majority of the women were trained by CCR compared to the male. The organization's training is thus gender sensitive. Women in community suffer a great deal in cases of conflict hence need to be prepared in peace building. The figure below illustrates that among the female sample population, more are trained in peace building than the men trained among the male sample population.

Fig. 3: Proportion of respondents trained by sex



Challenges

- Majority of the sample respondents were unemployed (58.18%). It should however be noted that this percentage could be due to those young people still pursuing their education. The unemployment levels among the youth leads to idleness hence deviant behaviours among the youth.
- The female population trained though relatively high was still low compared to that of the male.

Recommendations

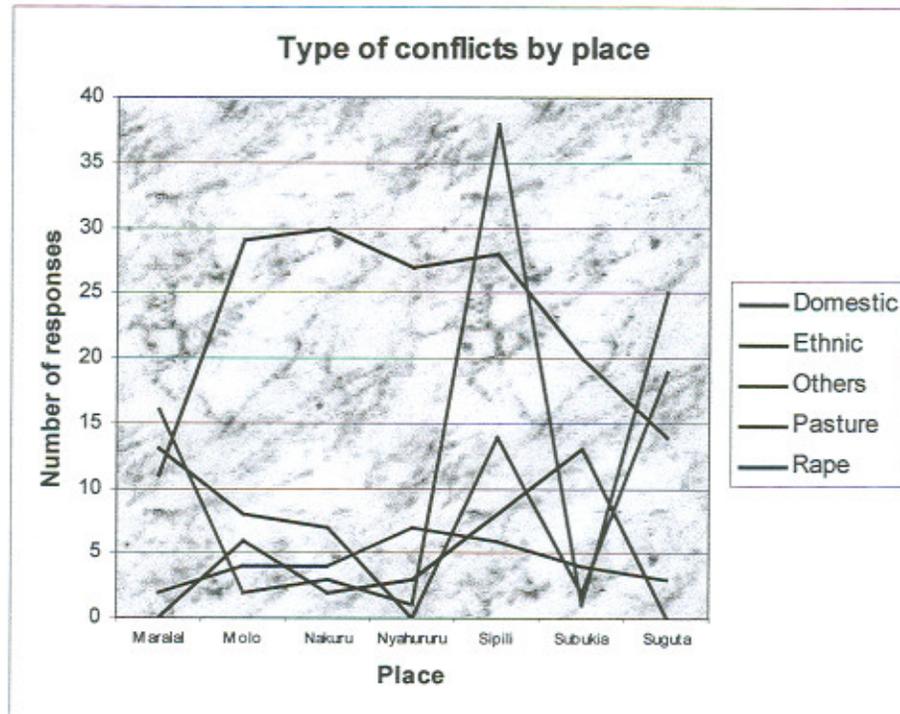
- CCR should collaborate with other organisations working with the youth in order to link the youth they train with organizations involved in economic development work like micro-enterprise.
- The organization should ensure gender mainstreaming in its training programmes by setting training targets that are gender balanced.

4.0 PEACE-BUILDING PROGRAM

TOR 1: What is the individual and community's level of awareness on conflict identification?

The respondents identified various conflicts that were prevalent in various regions. The types of conflict prevalent by place were as illustrated in the figure below:

Fig.4: Type of conflicts by place



The figure above illustrates the types of conflicts prevalent place. It can be seen from the graph that domestic violence was most prevalent in all areas except for Maralal, Sipili and Suguta where conflicts as a result of pasture were most prevalent. These areas are occupied by the pastoralists communities. It is also important to observe that in Sipili, conflicts as a result of pasture were most prevalent than any other areas. This is because in this area, there is existence of both pastoralist communities (Samburu, Turkana, Pokot and Kalenjin) and the farmers (Kikuyus). This often results in conflict in the use of land by the communities.

The individual awareness of conflict identification was rated as low 14.55%, moderate 49.09% and high 36.36%. The community's level of awareness of conflict identification was rated as low 24.07%, moderate 44.81% and high 31.11%.

Strengths

- Individual members of the community were more aware of conflict identification than the overall community. This can be seen by the fact that 85.45% of the respondents rated themselves as having moderate and high levels of awareness compared to 75.92% of community's level of awareness in the respective categories.

Challenges

- The general community's awareness of conflict identification is low. Some of the reasons given for the low level of awareness were lack of training, illiteracy, ignorance, people fearing to share information and lack of concern about conflicts by some members of the community.

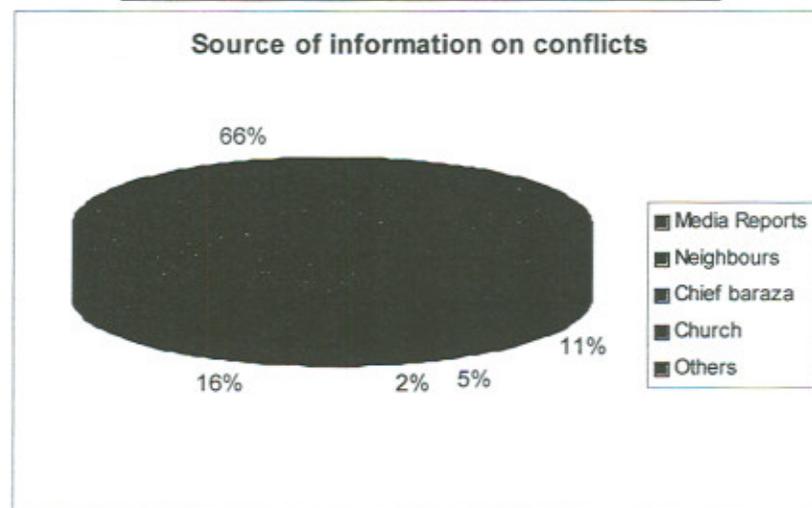
Recommendations

- The organization should train more people in the community. Many of the respondents suggested that frequent training and follow-up would raise the level of community awareness.

TOR 2: What are the main sources of information on occurrence of conflict in the community?

The following diagram illustrates the main sources of information about conflict in the community.

Fig. 5: Source of information on conflicts



It can be seen from the figure above that 66% of the respondents received their information from the neighbors followed by the media at 16%. The role played by the chief's baraza was 11% while the church was rated low at 5% while. It should how-

ever be noted that some people indicated multiple sources of information. The others category included rumors, observation and friends.

Strengths

The passing of information about conflict was very high among neighbors in the community. This implies that community and kinship is a virtue that is still cherished among the communities and people freely share information.

Challenge

The role of leaders and the church in sharing information on conflict was not very high as compared to that of neighbors. However, it should be noted that the leaders are part of the community and so the distinction between their leadership roles and membership in a particular community could be very narrow.

Recommendation

Enhance training in the community since community members are critical in sharing information about conflict. The manner in which the community perceives conflict is major determinant of peace in that community.

Involve community leaders and churches more in training and clearly emphasize the role they should play in peace work in the training curriculum.

TOR 3: What is the individual and community's response when conflict occurs?

The following table illustrates the responses to conflict by the individuals and the community.

Table 3: Individual and community's response to conflict

Individual Response to Conflict			Community's Response to Conflict	
Response	Number	%	Number	%
Dialogue	155	56.57%	103	38.15%
Fight back	13	4.74%	43	15.93%
Others	6	2.19%	6	2.22%
Report to authorities	83	30.29%	100	37.04%
Run away	17	6.20%	18	6.67%
	274	100.00%	270	100.00%

Note: There were no responses by 2 people in the individual response category and 6 people in the community response category.

Strengths

- Dialogue was selected as the most common response to conflict by the individuals (56.57%) and the community (38.15%). Most of the reasons given for the use of dialogue were training hence most people felt it was the most efficient and effective way of resolving conflict.
- Many people (30.39) and the community (15.93) reported conflicts to the authorities. This was opposed to fighting back by individuals (4.47%) and community (15.93%).

TOR 4: Are women and girls involved in peace work?

The role women and girls play in peace work is very critical to any organization working for peace. Most often in societies, women and girls become victims of violence that is propagated by men. Women, girls and children suffer more in the hands of violators or as bearers of the aftermath of conflict.

Strengths

- The respondents who said that women were involved in peace work were 72.26%. Many explained that the women educate young people and fellow women on peace, while some said they were involved through peace committees and women groups. Other people explained that some of the women were trained by CCR and thus were aware of what to do when conflict occurred.

Challenges

- Some people felt that women were not involved in peace work (27.74%). In some communities like in Maralal and Suguta, it was mentioned that some sing war praises that encourage the Morans to do cattle rustling. Hence, in this case they are seen as perpetrators of conflict. Other people felt that women were not given a chance in society due to cultural barriers while other people felt that the responsibility of solving conflicts was for the men.

Recommendations

- Training targeting women in communities in Samburu district should be done to discourage the tradition of promoting cattle rustling through praise songs.
- The organization should organize gender awareness on the role of women in peace building especially in communities that culturally exhibit gender discrimination against women in peace building.

TOR 5: Are young people involved in peace work?

The youth are a critical asset in peace building in any community. Most often, young men are the ones that are directly involved in conflict especially when it is physical. The perception of youth is very important regarding violence. The society has become proliferated with small arms and media messages that promote heroes of war.

Strengths

- Many young people were involved in peace work (72.26%) in the community. Most people explained that the youth promote peace among their peers and try to avoid idleness. This was attributed to the fact that many were trained.
- People also mentioned that the sports activities carried out by CCR have encouraged many young people to be involved in peace work through the peace tournaments.

Challenges

- Some youth are not involved in peace work as was indicated by 27.74% of the respondents. Many said that most of the time the youth are idle hence get involved in deviant behaviors like drug abuse and promote violence.
- Many young people are unemployed hence engage in robbery, rape and other social ills.
- Politicians and other people with ill motives use young people to promote violence.

Recommendations

- The organization should promote more peace sporting activities in the community to involve the youth. The use of sports as entry point to the youth and a way of mobilization is very crucial. The organization should also find ways of sustaining the sports activities.
- Collaborate with the government and other organizations to explore ways of alleviating unemployment among the youth.
- Organize forums to meet with politicians and other influential people to discuss the predicament of inciting youth.

TOR 6: Is CCR methodology to peace building effective?

The approach used by CCR in training was generally viewed as very good. Many people said that the trainers were knowledgeable and things changed in the society as a result of CCR's intervention.

Strengths:

- Many people (78.18%) were involved in peace work after the training by CCR. This was almost equivalent to 78.97% that were trained in peace work. People said that they joined the peace committees in their areas while others educated colleagues in their social settings.
- The existence of peace committees in areas like Samburu and Laikipia were an evidence of the effectiveness of the training delivered.
- In Samburu district, people said that in areas like Baragoi, Turkanas and Samburus never used to communicate with one another, but after the intervention by CCR, they started interacting. Some of the interventions that were taken included promoting intermarriages.

- Women who were trained started speaking to their husbands and children about peace. Women explained that they mixed with one another irrespective of tribes and promoted intermarriages.
- Involving the youth in peace tournaments was also very effective. People mentioned that young people played together irrespective of their tribal affiliations.

Challenges

- Some people (21.82%) were not involved in peace work in the community. This could be attributed to the number of people not trained (21.03%).
- People felt the training programs were too short in terms of duration.
- The training programs were also not continuous hence no follow-up done.
- The frequency of the training was low. People were trained once and no other training was done in many areas.
- The training was basic and dwelt mainly with political and ethnic violence.
- CCR had not penetrated many people the rural areas e.g. in the Manyattas of Samburu district.
- CCR used mostly trainers from outside the community yet some local people felt they could also be used train their community members.

Recommendations

- The organization could build more capacity among those trained on the ground to train others through TOTs e.g. Some pastors recommended that they could be empowered to train people in the rural areas of Samburu. The organization could also utilize local people in some training programs.
- Consider revising the training design in terms of duration to give ample time for the training programs offered.
- The organization should organize and budget for follow-up visits after the training programs. The follow-up could be incorporated through workshop action planning.
- Design advanced training courses on peace building especially for University students.
- The training curriculum should look at conflict holistically. It is evident that the most prevalent type of conflict in most areas was domestic violence hence it should not be overlooked.

TOR 7: What is the prevalence of peace currently as compared to the pre-program period?

CCR was initiated in 1997 against a backdrop of very difficult historical period in Kenya especially in Rift Valley province. The period was marred with tribal clashes that led to many people losing their lives; property while others became internally displaced. Ethnic animosity was spurred and the second multi-party elections held in the same year exacerbated the situation.

Strengths

- CCR did a great job in the area to promote peace. There is currently peace prevailing in the communities. Figures 6 and 7 below clearly illustrate the situations. In Fig. 6, 60.37% of the people indicated that conflicts were high before 1997 against 9.7% in 2004. On the contrary, 20.37% of the people indicated low violence before 1997 against 59.7% in 2004. People explained that currently there still exists conflict but it is not as frequent as it was before 1997. This was attributed to the fact that people currently are more aware of how to deal with conflict and the current government is also credited for the existing peace. Fig. 7 illustrates each period separately and emphasizes the point that many people felt that conflict was high before 1997 as compared to 2004.

Fig. 6: Prevalence of conflicts

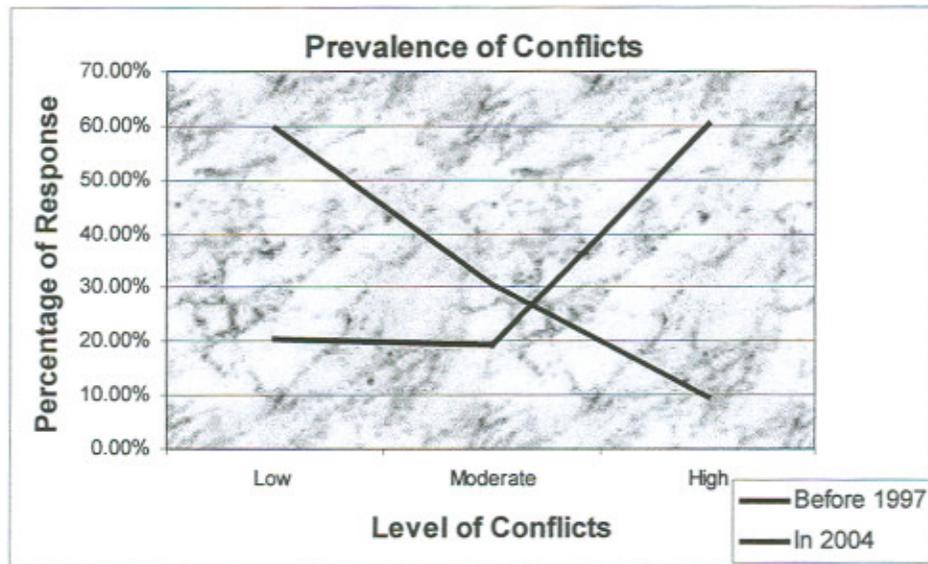
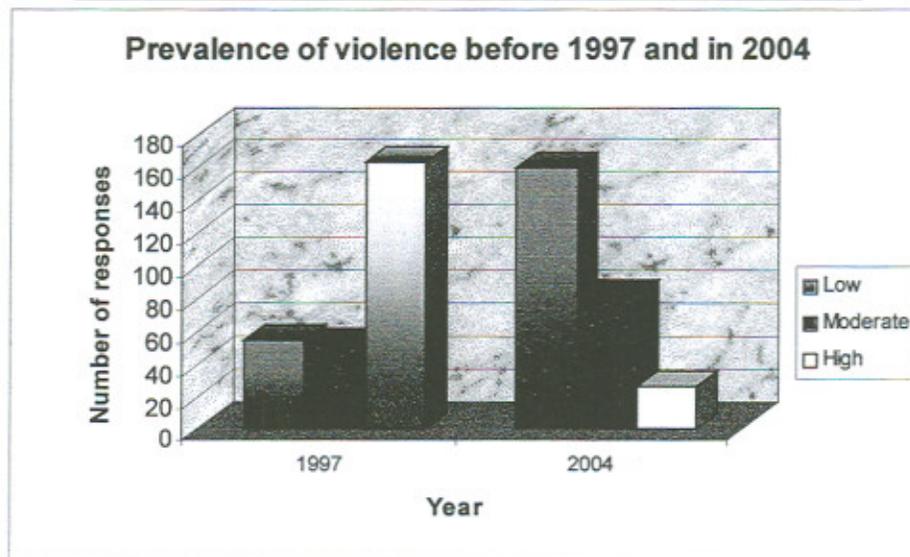


Fig. 7: Prevalence of violence before 1997 and in 2004



Challenges

- There were still conflicts in the community. Most of it was related to the fact that people felt disappointed with the current situations in the government. People felt that the government had not kept its promises. For instance, situations of young people being unemployed contributed greatly to certain conflicts like robbery and rape. Poverty and deteriorating economic climate were also affecting the community.

Recommendations

- The organization should refocus its interventions in the community. Sustainable peace will only be realized if socio-economic factors affecting people like poverty are addressed. It is imperative for the organization to consider training people on conflicts related to such factors like unemployment, poverty, apathy and their possible remedies. Such factors are a recipe for latent conflict that could manifest itself anytime.
- The organization should consider addressing the high cadre of society and put certain issues on the table in various fora. Meetings with Members of Parliament to address certain policy matters that affect socio-economic development in relation to conflict in the community are important.
- Collaboration and networking should be encouraged. The organization should view peace as a development issue and hence work together with other organizations in the community for integrated development.

5.0 ELECTION VIOLENCE MONITORING (EVM) PROGRAM

TOR 1: Were there any differences in the levels of violence before, during and after 1997 and 2002 elections?

In Kenya parliamentary elections happen every five years. Since independence in 1963, the country was under a single party system of government until the advent of multi-party politics in 1992. This change was marred with a lot of resistance from the ruling party then and the outcome was that the then ruling party won. In 1997, when the second multi-party elections took place, there was fatigue from the public on the system of governance. The struggle between pro-change advocates and those who wanted to maintain the status quo brought a lot of violence. The results contrary to many expectations were that the ruling party won the elections. The 2002 election was the third multi-party election in the country and it resulted in a historic win by the opposition parties, who formed a coalition. The transition was smooth since the former president handed over power peacefully.

Several interventions by the civil society contributed to this peaceful election. There were many interventions like the establishment of the Central Depository Units (CDU) to assist in election monitoring violence. CCR was one of the organizations involved through the CDU.

The table below shows the prevalence of election violence around the 1997 and 2002.

Table 5.1: Prevalence of violence around the 1997 and 2002 elections

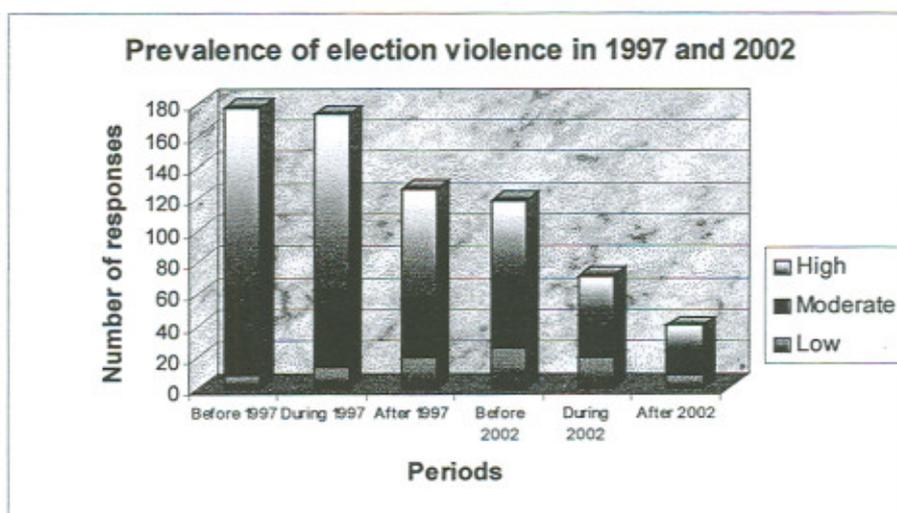
Prevalence of conflicts around elections								
Time	Low	%	Moderate	%	High	%	Total	%
Before 1997	9	9.38%	55	24.02%	113	29.66%	177	25.07%
During 1997	14	14.58%	48	20.96%	111	29.13%	173	24.50%
After 1997	19	19.79%	39	17.03%	68	17.85%	126	17.85%
Before 2002	26	27.08%	44	19.21%	49	12.86%	119	16.86%
During 2002	19	19.79%	27	11.79%	25	6.56%	71	10.06%
After 2002	9	9.38%	16	6.99%	15	3.94%	40	5.67%
	96	100.00%	229	100.00%	381	100.00%	706	100.00%

It can be seen for the table above that there were many cases of election violence around 1997 as compared to 2002.

Strengths

- Fig.8 below shows the levels of violence in each time period. In 1997, the violence was high before, during and after elections while the levels declined significantly in 2002.
- The reduction in the levels of violence were attributed to the civic education that was done which made many people appreciate the importance of peaceful elections, the fact that people wanted change and the unity of different political parties into NARC.

Fig. 8: Prevalence of election violence in 1997 and 2002



Challenges

- There were people who felt that election violence was high in 2002. The reasons they gave were that there were instances of bribery. People also felt that bi-elections in the same period were very violent. Most of the violence occurred during campaign rallies. Some people also observed verbal violence. The outlawed Mungiki sect mostly exhibited physical violence.
- The CDU form was very long for the monitors to fill. In certain instances, it was not easy to fill them objectively since the monitors were also victims of violence. Sometimes they could not get the violators and victims to speak to.

Recommendations

- People suggested that in future bi-elections should be presided over by the electoral commission.
- More education should be done on the right to vote to avoid bribery and vote buying.
- The youth should be educated more not to allow themselves to be used by politicians.
- The political parties should be enlightened on how to conduct peaceful campaigns. The parties should also be educated not use youths and religious sects against each other.
- The CDU should be revised so that they are easy to fill.

6.0 MANAGEMENT OF THE ORGANIZATION

TOR 1: What is the role of the board in the management of the organization?

An executive board manages CCR and a Founder Executive Director does the day-to-day management of the organization.

Strengths

- There are eight board members in the organization. Three of them are female while five are male. The representation in the board is based on the criteria of founder members, professionals in the field of social sciences and gender.
- The board members work on a voluntary basis and are only refunded costs incurred in the course of doing organizations work.
- The members are involved in the policy formulation and participate in several committees of the organization e.g. the finance and administration committee and the procurement committee.
- The members meet quarterly to review the work of the organization and make certain policy decisions.
- The organization has several ways of motivating board members. These include participation in international conferences, sponsoring member's research work and providing opportunities for training.

Challenges

- There is no policy document guiding the recruitment of board members and their terms of service in the organization.
- The board members seem to be closely involved in the day-to-day activities of the organization. E.g. the chairman and the treasurer are signatories to the organization's account.
- Some board members live very far; hence supporting board meetings in terms of refunds and allowances could be expensive for the organization.

Recommendations

- Formulate a policy document that guides the operations of the board members. This should stipulate the appointment and dismissal of the members, the election of the officials, the roles and responsibilities of the officials and their terms of service, etc.
- Generally speaking board members are usually policy makers within the organizations. This means that they should have a certain distance from the day to day running of the organisation for objectivity in decision-making and monitoring.
- Board members are always guided by certain organisational running procedures, which should be formulated by CCR.
- Recruitment of the assistant director should be done to assist the director in the management of day-to-day issues of the organization.

TOR 2: Are the staff/volunteers members recruited according to set procedures and are they qualified for their work?

CCR has three offices. One office is in Maralal operated by 1 program assistant, the other is in Sipili also with 1 program assistant and the head office in Nakuru with 1 program officer, an accountant (interim), a secretary and an office assistant. There is also another program assistant in Nyahururu though she does not have an office. The organization also has 1 driver and a watchman and an executive director. Currently there are two interns in the organisation. Among the staff there are 5 females and 5 males.

Strengths

- The organization has a team of motivated staff. The staffs have managed to carry out several activities in the community.
- The organization has developed the staff over time through training in areas like community development, peace building, counselling and civic education both in and out of the country.
- The organisation works with volunteers and interns who assist in carrying out the work and are recruited when need arises.
- The organisation has an administrative manual, which outlines the personnel policies.

Challenges

- The organization did not follow its recruitment procedure as stipulated in the policy to the latter. E.g. senior positions like that of the accountant and program officers were not advertised in the newspapers.
- Some staff members did not have employment letters and job descriptions. However the board members said the documents were developed.
- The clarity on the designations of various staff members was not clear e.g. some staff members gave different job designations from that the board members gave.
- The staff files though present in the organization were not fully updated e.g. there was a staff file with an appointment letter not fully signed by the staff. Some files were also not found in the head office and were explained to be in the area office.
- Many qualified staff members left the organization.

Recommendations

- The organization should follow the recruitment procedure as stipulated in the policy. All staff members should be made to understand the policy and given copies.
- The staff should be exposed to staff appraisal to make them evaluate their performance. The appraisal should be based on the job descriptions that specifies what the staff is expected to do and their actual performance in a given period of time. This would develop staff capacity to clearly understand their job designations and work. It is also a way of needs assessment for future staff training.
- Staff files should be duly updated and should contain signed copies of staff employment letters; job descriptions and other personal details pertaining work. All the files should be kept in the head office for easy accessibility and proper record keeping.

- The organization should devise strategies of retaining qualified staff. High turn over of staff may give the organization a negative image.

TOR 3: Are the organizations financial procedures implemented?

CCR has a financial and administration policy in place. The finance and administrative committee manages the organization finances. The organizations accounts are audited annually as stipulated in the finance policy.

Strengths

- The organization had an accounting system in place. There were vouchers; invoices, cash books and internal checking systems, which were used.
- The organisation also had other finance regulatory systems like the cash claim forms and vehicle work ticket for use.
- An independent firm duly audited the organizations accounts.

Challenges

- The organisation financial systems were not computerised.
- The financial systems in place were not duly followed e.g. There were invoices that were not duly signed as required, the claim form was not in all area offices hence staff made verbal claims for expenses and the vehicle ticket was no longer in use.
- The staff members did not understand the organisation budgets against which they were working.

Recommendations

- The organization should computerise its financial systems.
- The organization should follow its financial policies to the latter e.g. use of vehicle work ticket, using claim forms in all area offices, etc.
- The staff should be trained on the financial management of the organisation. They should know all the financial procedures of the organizations and the budgets they operate against. This will give staff responsibility in ensuring that money is spent according to budget and encourage accountability.

TOR 4: Is the organisation operating within its scope?

The organization has since been implementing three main programs i.e. peace building, election violence monitoring and research. These programmes are within the general organisational vision stipulated in the introduction on this document.

7.0 CONCLUSIONS AND RECOMMENDATIONS

1. A majority of those trained by CCR were young (54.6%). They were also well educated with 64.13% with a minimum of secondary education. However, many of them were unemployed (58.18%). CCR should collaborate with other organizations working in development to possibly address the issue of unemployment among the youth.
2. The sample population interviewed were 61.09% men and 31.91% women. Among the female sample, 83.37% were trained whereas among the male sample, 75.6% of them were trained. CCR should set training targets in terms of gender in order to reach more women.
3. The individuals' level of awareness on conflict was at 85.45%. The general community's level of awareness was 75.92%. The organization should train more people in the community.
4. Many people in the community received information about conflict from their neighbors (66%). The chief's baraza and the churches were rated at 11% and 5% respectively. CCR should emphasize the role of community leaders in peace work.
5. Dialogue was the commonly used response to conflict. This was attributed to training that people received from CCR.
6. Women and girls were involved in peace work (72.26%). However, some were viewed to perpetrate conflict through traditional practices like promoting war songs. Some women were also barred from participating in peace activities by culture. CCR should promote the involvement of women in peace work especially in areas with cultural impediments.
7. Young people were involved in peace work (72.26%). However some were seen as perpetrators especially in physical violence like cattle rustling, robbery and rape.
8. CCR's methodology of training in peace building was good. The trainers were experienced and knowledgeable. However, the training programs were short and focused mainly on political violence. The organization should revise its training curriculum to diversify it and extend the training duration.
9. The intervention by CCR in the community created a peaceful environment now as compared to the period before 1997. Communities that could not speak to one another currently interact and conflicts are resolved amicably. However, there is still conflict especially as a result of poverty. The organisation should collaborate with other organizations that address issues of poverty and unemployment.
10. The organization had a functional and committed executive board. However, there were no policy documents to govern the operations of the board. These documents should be developed by the organization.
11. The staff members were committed to their work and the organization did capacity building of the staff members in various areas. Some staff members were not clear on organizational procedures hence should be inducted on policies and procedures accordingly.
12. The organization had financial and administrative procedures in place. The financial systems were not computerised and some of the policy requirements were not followed like the use of claim forms in some area offices. The organization should adhere to the policies it formulated.
13. The organization networks and collaborates with other organizations locally and internationally.

8.0 ANNEXES

Annex 1: Questionnaires

Date: _____

QUESTIONNAIRE

Number: _____

This questionnaire is prepared for Centre for Conflict Resolution (CCR) Kenya, to assess the impact of CCR Programs in Laikipia, Samburu and Nakuru Districts of Rift Valley Province. The questionnaire has 3 modules. Module I is information on the Socio-economic conditions of CCR beneficiaries, Module II is information on Peace building and Module III is on Election Violence Monitoring. Please answer the questions objectively to enable CCR get information that can help them improve on their work.
Joyce Omondi (Consultant).

Please, tick the appropriate answer in the box when necessary

MODULE I: SOCIAL ECONOMIC STATUS

1 Are you a? Male Female

2 What is your age? _____ years old

3 What is your marital status?
 Single
 Married
 Divorced/Seperated
 Widow(er)

4 What is your level of education?
 Primary
 Secondary
 College
 University

5a Are you?
 Employed
 Self Employed
 Unemployed

5b If Employed / Self Employed, please specify: _____

MODULE II: PEACE-BUILDING COMPONENT

6a What type of conflict is **most** prevalent in your community

- Domestic Pasture
 Ethnic Others (Specify) _____
 Rape

6b Give reasons for your answer above:

7 How do **you normally** get information when there is conflict in the community?

- Media Reports Church
 Neighbours Others (Specify) _____
 Chiefs baraza

8a Please rate **your** level of awareness in conflict identification

- High Moderate Low

8b Give reasons for your rating above:

9a Please rate your **community's** awareness in conflict identification

- High Moderate Low

9b Give reasons for your rating above:

10a What do **you normally** do when there is conflict in your community?

- Dialogue Report to the authorities
 Fight back Others (Specify) _____
 Run away

10b Briefly explain your answer above

11a What do members of your **community normally** do when there is conflict in the community?

- Dialogue Report to the authorities
 Fight back Others (Specify) _____
 Run away

11b Briefly explain your answer above

12a Please rate the prevalence of conflict (violence) in your community **before 1997**

High Moderate Low

12b Give reasons for your rating above

13a Please rate the prevalence of conflict (violence) in your community **in 2004**

High Moderate Low

13b Give reasons for your rating above

14a Are you involved in peace work in your community?

Yes No

14b Briefly explain your answer above

15a Are women and girls in your community involved in peace work?

Yes No

15b Briefly explain your answer above

16a Are young people in your community involved in peace work ?

Yes No

16b Briefly explain your answer above

17a Have you received any training on peace work?

Yes No

17b If yes, briefly explain your involvement in peace work after the training

17c Suggest any ways that the training could be improved to meet your needs

MODULE III: ELECTION VIOLENCE MONITORING

18a Were you involved in election violence monitoring during the 2002 general elections?

Yes No

18b If Yes, briefly explain what your role entailed

19a Were there cases of election violence in your community **before 1997** general election?

Yes No

19b If Yes, give your ratings on the levels of violence

High Moderate Low

19c Give reasons for your rating above

20a Were there cases of election violence in your community **during 1997** general election?

Yes No

20b If Yes, give your ratings on the levels of violence

High Moderate Low

20c Give reasons for your rating above

21a Were there cases of election violence in your community **after 1997** general election?

Yes No

21b If Yes, give your ratings on the levels of violence

High Moderate Low

21c Give reasons for your rating above

22a Were there cases of election violence in your community **before 2002** general election?

Yes No

22b If Yes, give your ratings on the levels of violence

High Moderate Low

22c Give reasons for your rating above

23a Were there cases of election violence in your community **during 2002** general election?

Yes No

23b If Yes, give your ratings on the levels of violence

High Moderate Low

23c Give reasons for your rating above

24a Were there cases of election violence in your community **after 2002** general election?

Yes No

24b If Yes, give your ratings on the levels of violence

High Moderate Low

24c Give reasons for your rating above

THANK YOU
FOR YOUR
CONTRIBUTION

Annex 2: FGD/Key informant questions

Peace building

What are the types of conflict prevalent in your community?

How do you normally know when there is conflict?

What are the mechanisms used by you and your community to identify conflict?

What are some of the mechanisms that you and your community use to handle conflict?

What role is played by leaders in your community in peace work?

If you are a leader what role do you play?

How are young people involved in peace work?

What is the involvement of women and girls in peace work?

What was the prevalence of conflict in your community before 1997?

What is the current situation?

Election Violence Monitoring

How have you as a community been involved in election violence monitoring? Explain how?

What is your opinion in the levels of election violence in your community before, during and after the 1997 general election?

What is your opinion in the levels of election violence in your community before, during and after the 2002 general election?

Annex 3: Board/staff member questions

Board

- Does the organization have a board?
- How many are males and females?
- What are the roles of the board members?
- Are these roles stipulated in any document?
- Are these roles stipulated in any document?
- Do the members have copies of the document?
- How many times do members meet in a year?

Staff/Volunteers

- How many staff are there in the organization? How many volunteers?
- How many males? How many females?
- Is there a personnel policy in the organization?
- Were the current staff recruited according to the policy document?
- Is there a policy that regulates the recruitment of volunteers?
- Are they recruited according to the policy?
- Are staff and volunteers satisfied with their work?How?

Finances

- Does the organization have a financial policy?
- Are funds spent according to the budget?
- Are there financial systems in place?
- Is financial auditing done for the organization? When? By who?
- Are the auditing report recommendations implemented?

Programme Scope

- Is the Vision/ Mission and Goal and Objectives of the organization clearly stipulated?
- Are the staff aware of them?
- Do the staff and board members work towards the vision?
- What mechanisms are in place to ensure that the organization maintains its scope?
- How is the reporting done both internal and external?