Country: Kenya

UNDAF Strategic Result: 4.0: Environmental Sustainability, Land Management and Human Security: By 2030, Kenya is prosperous, underpinned by efficient management of natural resources and equitable access to development assets, including land and other renewable resources, and achievement and sustainability of national cohesion and resilience that guarantees long term peace and prosperity.

Expected UNDAF Outcome: 4.2 Community Security, Peace and Social Cohesion, and Resilience Building: By 2018, counties and communities are able to anticipate, prevent and respond effectively to disasters and emergencies.

Expected CPD Outputs: 4.2.1: Institutional capacity in place to implement and monitor gender- and human rights-sensitive DRM, peace-building, conflict prevention and community security policies, strategies and plans.
4.2.2: Coordination mechanisms, preparedness, early warning and timely response and recovery systems operational at national, county and community levels

Implementing Partners: Government of Kenya (Ministry of Interior and Coordination of National Government, National Cohesion and Integration
**Collaborating Partners:**

Commission, Independent Electoral and Boundaries Commission, and other Independent Commissions, the Parliament and selected County Governments.

Other Government Ministries, National Police Service, Uwiano Platform for Peace, *Amani* Facility, select civil society organizations and academic and local think-tanks, and other non-state actors.

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### Project Summary

This four-year peacebuilding and community security programme aims at developing institutional capacities for policy formulation and implementation; deepening structures for peacebuilding, cohesion and community security; and reducing community security threats as well as improving response to conflicts, risks and disasters; and as well mainstreaming peacebuilding, reconciliation and community security in national and county development agendas.

<table>
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<tr>
<th>Programme Period: 2014 – 2018</th>
<th>Estimated total 4-year programme budget: USD19,525,000 (Year 1: USD4,500,000; Year 2:USD4,500,000; Year 3: USD5,525,000; and Year 4:USD5,000,000).</th>
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<td><strong>Programme Component:</strong> Environmental Sustainability, Land Management and Human Security</td>
<td>Allocated resources for the 4-year period:</td>
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  - Government (in-kind): USD 1,520,000  
  - Regular (CO): USD 3,590,000  
  - BCPR: USD 2,000,000  
  - Other Donors: USD 12,000,000 |
| **Budget Code:** | **Unfunded budget:** \text{USD1, 279,650} |
| **Duration:** 4 years | |

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<tr>
<th>Agreed by The National Treasury</th>
<th>Mr. Henry Rotich</th>
<th>Cabinet Secretary</th>
<th>Signature</th>
<th>Date</th>
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<tr>
<td><strong>Agreed by UNDP</strong></td>
<td>Ms. Nardos Bekele-Thomas</td>
<td>Resident Representative, UN Resident Coordinator, UNDP Kenya</td>
<td>Signature</td>
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2
1.0 INTRODUCTION

1. The current United Nations Development Assistance Framework (UNDAF) and United Nations Development Programme’s (UNDP’s) draft Country Programme Document (CPD) 2014-2018 are based on extensive consultations between UNDP, the Government of Kenya (GOK), peacebuilding stakeholders and development partners. It is anchored on the priorities agreed upon in the Second Medium Term Plan (MTP II) with the theme “Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity”. The MTP II is the guide for government development priorities over the next five years (2013-2017) for the enhancement of peace and security and Vision 2030’s Political Pillar. The programme also builds on: 1) UNDP’s Global Strategy’s strategic outcome 4, that: Risks and impacts of conflicts, violence and disasters reduced and managed at national and county levels; and 2) UNDAF strategic outcome 4.2: Peace, Community Security and Resilience – that: By 2018, counties and communities are able to anticipate, prevent and respond effectively to disasters and emergencies.

2. This programme builds on the achievements made under the program “Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition (CPP), 2010-2013”. The CPP was an integrated programme coordinated by GOK through the Ministry of Interior and Coordination of National Government that brought on board state and non-state actors taking lead on implementation of specific programme outputs. Also under the CPP were the Armed Violence Reduction project (AVRP) and the Conflict Transformation project (CTP) that addressed specific issues such as the peace dividend outputs that were delivered through the AVRP in Arid and Semi-Arid areas. Under the proposed programme, this integrated approach will be enhanced further by the guiding principle that all initiatives will maintain an integrated approach and complement each other.

3. This programme document provides a brief situation analysis, and highlights CPP’s key successes, challenges and lessons learnt; and presents key strategic intervention areas for the period 2014-2018. Additionally, the annexed detailed Multi-year Results Framework for this new programme highlights key programmatic results expected to be realized by 2018.

2.0 SITUATION ANALYSIS: DYNAMICS OF PEACE AND SECURITY LANDSCAPE

2.1 Political-Economic Contexts

4. Kenya is at the threshold of a new developmental era heralded by an increasing economic growth and democratic reforms catalysed by the Constitution promulgated in 2010. The country’s real Gross Domestic Product (GDP) growth reached an estimated 4.6% in 2012 and 5% in 2013, with projected growth in the period 2014-2018, mainly attributed to consumption and to some extent investment in the economy (World Bank, 2013). While the country enjoys relative peace and stability, certain parts remain prone to localized ethnic tensions, conflicts and incidences of violence including feverish radicalization of the youth especially in the north-east and coastal region. In March 2013, Kenya held its first General Elections under the 2010
Constitution in a peaceful manner. The peaceful elections and political transition in terms of changes to leadership and governance structures could be attributed largely to the constitutional, legal and institutional reforms in the aftermath of the 2008 post elections crisis. The 2010 Constitution specifically addresses longstanding political, social and economic imbalances that have had detrimental effects on development. The Constitution of Kenya 2010 is people-centred and human rights-based with a key feature being the devolution of power and resources towards effective service delivery both at the national and county levels. As one of the most progressive and farsighted constitutions in Africa, and within which is included a Bill of Rights, it advances Kenya’s long-term development aspirations laid out in its Vision 2030 and the second Medium Term Plan (MTP II) 2013-2017.

5. The last few years have witnessed progress in implementing governance and economic reforms in Kenya. However, challenges still remain in the implementation of certain constitutional and economic reforms such as land reforms, security sector reforms, national cohesion, creating an enabling environment for attracting foreign direct investment and addressing corruption, accountability and the challenges of the youth bulge and unemployment as well as gender parity. The representation of women in elective and appointive positions remains low and therefore impedes effective participation of women in leadership and governance. Particularly, at the County level, there is no woman Governor.

6. Devolution has also introduced unique challenges including capacity constraints at county level; inadequate resources to fund the new systems and structures including a huge wage bill; lack of understanding on the roles and responsibilities of the devolved units viz a viz national government; and high expectations from citizens. Efforts at inclusive and sustainable human development as well as the gains anticipated through devolved governance are further threatened by risks of violence, conflicts and disasters. These are exacerbated by low levels of community security and resilience. Already, violent conflicts over political boundaries and distribution of political power based on clans and ethnic groupings have resulted to violence in the Mandera, Wajir, Bungoma and Marsabit Counties among others.

2.2 Peace and Security Dynamics

7. Kenya’s peace and security landscape is characterized by a myriad of conflict drivers such as ethno-political competition for power, poverty, youth unemployment, transnational crime, terrorism, recruitment of vulnerable youth into militia groups and criminality, and proliferation of small arms and light weapons among others.

8. This situation is exacerbated by regional instability especially the conflicts in Somalia, South Sudan and Great Lakes Region. This has resulted in refugee influx and the compounding challenges of screening refugees to counter terrorists, trafficking of small arms, radicalization – impacting on the government’s ability to provide adequate security to counter the threats of terrorism and transnational crimes.

9. The state of community security especially in the cross-border areas, arid and semi-arid areas and some urban areas is quite worrisome. Threats to security in these areas is compounded by vast porous borders, limited State presence and inadequate responses from security agencies, competition over resources, poverty, high levels of
illiteracy, unemployment and the ease in access to illicit arms, thereby necessitating some communities to arm themselves in self-defense. A 2011 GOK-UNDP funded study estimated that there could be 530,000–680,000 illicit SALWs in civilian hands in the country.\(^1\) Similarly, according to the annual crime report by the National Police Service, about 77,859 criminal incidents were committed using firearms in 2012.\(^2\) Further, researches by UNDP-supported Crime Observatory project reveals the same trends of growing insecurity in the country.

10. Largely, urban insecurity is propagated by, in addition to the factors above, the presence of organized criminal groups (including radical elements) that employ extortion and other forms of economic exploitation on the citizenry. While the Prevention of Organized Crime Act, 2010 is in place and proscribes 37 criminal groups in the country; and combatting of these groups has presented a challenge to the Government’s security apparatus. Additionally, the influx of refugees exerts additional pressure on the environment and exacerbates internal resource competition with the host communities posing serious threats in various parts of the country. The on-going efforts at repatriation of refugees to Somalia, which commenced in 2013, is likely to bring with it attendant challenges.

11. Moreover, Kenya has faced attacks by radical terrorist groups coupled with influences of global jihadist movements, – epitomized by the Westgate Mall attacks on September 21, 2013 which claimed the lives of about 70 people. The large population of unemployed idle youth in the poverty stricken slum areas of the major cities and the festering grievances of the coastal areas have been fertile grounds for recruitment by extremists groups, leading to real fears of home grown terrorism. Sporadic attacks on mass transport and places of worship throughout 2013/2014 have raised the spectre of religious conflagration which needs to be countered. Indeed, if not checked, the growing radicalism-based terrorist attacks could inflame religious intolerance and overt sectarian violence in the country.

2.3 Extractive Industry

12. The recent discovery of oil, high-value minerals and wind power potential in most unstable and drought prone regions of the country could further fuel instability if the extractive sector follows historical trends in other countries. Globally, it is well known that extractive industries such as oil and mining are problematic in politically unstable environments with weak systems of governance. Rather than stimulating broad-based economic development and reducing poverty, inadequate management of extractives industries-generated wealth could create a false sense of economic security, inequality and fuel violent conflicts. Kenya has a great opportunity to learn from the experiences (good and bad) of other countries such as Nigeria, Norway, South Sudan, and Democratic Republic of Congo (DRC) and to develop new ways to ensure oil and other high-value minerals are harnessed for the common good, and contributes to stability and sustainable human development.


\(^2\) See National Police Service *Annual Crime Report for the year 2012*. 
2.4 Policy and Legal Frameworks

13. Whilst the country continues to make progress in preventing, mitigating and responding to risks and disasters, conflicts and violence, there remain critical gaps at the institutional, policy and legislative frameworks as well as the community levels that need further support. In the recent past, the Government has formulated several draft policies on peace, conflict and security. A Sessional Paper on the National Policy for peacebuilding and conflict management has been prepared for Cabinet approval. The Sessional Paper on National Values has been approved whereas the Cohesion Policy is awaiting parliament approval. Other draft policies such as Small Arms and Light Weapons (SALWs); and the Ethnic Relations and Race Policy Framework are at advanced levels of approvals. The Community Policing Policy which sought to improve community security through collaboration and partnership with security agencies has been reviewed to incorporate the Nyumba Kumi\textsuperscript{3} Initiative. The new government structure with 47 county governments in place presents opportunities for vibrant and responsive policies, laws, strategies and action plans for the management of conflicts, securing communities and promoting reconciliation, cohesion and peaceful co-existence at the county and national levels.

14. Implementation of the recommendation of the report of the Truth, Justice and Reconciliation Commission (TJRC) remains a challenge. Since the release of the report in May 2013, little steps have been made to support implementation of key recommendation of the report especially on land reforms – and yet land remains a key factor of conflict in the country. It is envisaged that full implementation of the TJRC Report’s recommendation could go a long way in addressing persistent structural drivers of violence in the country.

3.0 UN PAST COOPERATION, ASSISTANCE AND LESSONS LEARNT: ACHIEVEMENTS OF THE PREVIOUS PEACEBUILDING PROGRAMME

15. The United Nations has remained supportive of Kenya’s peace agenda and reform programmes since 2002. This support is anchored on Kenya’s national priorities in the peace and security sector. The cooperation is further premised on the peace-security-development nexus. In particular, implementation of the preceding programme on ‘Consolidating the Peace Process and Establishing Foundations for a Successful Political Transition in Kenya, 2010-2013’ as well as supportive projects like CTP and AVRP led to numerous results including among others the following:

- the promulgation of the Constitution of Kenya 2010 through the peaceful National Referendum in 2010,
- development of draft policies and legislations in the area of peacebuilding, conflict management, cohesion and arms control such as the SALW Bill 2013,
- establishment and strengthening of Kenya’s national peace architecture that has been instrumental in peacebuilding, conflict management and national cohesion,

\textsuperscript{3} Nyumba Kumi translates to a cluster of homesteads.
establishment and implementation of the National Conflict Early Warning and Response System (NCEWERS) mirrored in the improved information sharing and response to conflicts,

- increased coordination and information sharing among stakeholders leading to the peaceful elections in 2013,
- strengthened capacity for research and assessments that has informed the development of intervention strategies such as the Annual Crime Observatory Report that resulted in interest by the media to the extent that media driven crime survey was undertaken for areas not covered by the report as well as the development of response concepts such as the Nyumba Kumisecurity concept,
- sustained engagement with the media promoting their role in peacebuilding and conflict sensitive reporting,
- sustained political level dialogue and engagement in collaborative leadership and consensus building at various levels,
- Increased participation of women and youth in peacebuilding, conflict management and national cohesion; support to target groups and weaning them from violence, and
- peace dividend projects have deepened peace and collaboration among communities in Northern Kenya. Peace Dividends and livelihood support initiatives have demonstrated that more active warriors are likely to abandon raiding to pursue licit livelihood options and actively participate in peace processes.

4.0 LESSONS LEARNT

16. The CPP provided lessons and learning curve in peacebuilding and conflict management in Kenya. Establishing resilient community and national capacities for managing tensions and preventing violence is among the key lessons learnt. In addition, national planning that mainstreams conflict prevention is important in sustainable development. Further, effective and successful deployment of these structures and capacities requires local and national level coordination and harmonization with state and non-state actors.

17. Overall the lesson learnt is that the evolution of Kenya’s infrastructure for peace has filled a gap and has made it clear that attention to peace is a precursor for and complementary to the achievement of sustainable development. Managing reconciliation, cohesion and peaceful coexistence requires coordination and linkages among key actors, the investment in conflict prevention and peacebuilding by UNDP and GOK is attributed to the successful 2010 National Referendum and 2013 General Elections, for instance the conflict early warning and response system, funding support to peace and security structures.

18. Media continues to play a critical role in conflict management and peacebuilding. The UWIANO Platform in partnership with media in Kenya launched successful media campaigns for peaceful referendum and campaigns.

19. The specific lessons learnt include:

- The early warning component of the NCEWERS relatively worked well even though the response capacity to date remains low. The low response capacity is attributed to low political will in some cases and the absence of security agents’ in marginal areas as well as the lack of equipment and logistical capability. As the Kenyan society
advances technologically, ‘hate speech’ and mobilising occurs on the social media. Hence, every effort should be expended towards preventing use of new technology and social media on stirring community unrest and criminal activism,

- Ethnic audits/studies have opened channels of discussion between the National Cohesion and Integration Commission and the institutions in question which need to be followed up to promote compliance. There is a need to engage in sectored engagements – and ensure that inclusivity and sensitivity to peace is adopted by the media, and the private sector without loss of freedom or professionalism,

- Programme management - integration of a Monitoring and Evaluation framework was essential in identifying key results that contributed to the context. The shift from activity based reporting to results based reporting improved significantly. More emphasis needs to be laid on operationalizing the framework including enhancing technical capacity of implementing partners,

- The Peace Dividend projects have shown that warriors who have reformed can become role models for an empowered citizenry. For example, the Secretary of the West Pokot District Peace Committee is a reformed warrior and so is the Chairman of a peace committee in Kisumu county – who previously founded and manned a deadly Baghdad Boys criminal gang. Small scale livelihood projects and peace dividend activities can go a long way in complimenting software peace initiatives in addition to changing lives, improving household incomes and bringing communities together to share resources/projects, and

- Finally, there is a need to cement synergies with other UNDP initiatives such as the Host Community Project, the National Dialogue and Reconciliation Project, Stabilization of Livelihoods Project, AVRP, and other relevant Country Office programmes in Democratic Governance, Disaster Risks Reduction (DRR), Environment and Climate Change and Inclusive and Economic Growth among others.

5.0 CHALLENGES AND EMERGING SECURITY THREATS

5.1 Policy dialogue and advocacy for peace and security

20. The Government of Kenya is currently grappling with the formulation and/ or implementation of policies on peace and conflict, SALWs, national values, race and ethnic relations, community policing among others. These policies are essential for the attainment of durable peace and security in Kenya. However, the policy environment is such that it is faced with the following challenges:

1. Inadequate capacities to formulate policies necessitating the use of consultants;
2. Inadequate Government funding of policy processes in this peace and security sector often requiring the support of development partners;
3. There is a time lag in enacting policies such as the peacebuilding policies which has taken 10 years since 2004; and
4. Weak capacities and linkages for policy advocacy among state and non-state actors.

21. There will be need for forward focusing to manage political resistance in the policy making and implementation processes.

5.2 Weak institutional response capacities at national and county levels
22. Whilst Kenya’s early warning system is relatively mature; the greatest weakness is early response. The capacity of the infrastructure to respond is still relatively weak. Coordination at the County level remains work in progress and requires capacity enhancement to empower county and local level peace actors’ decision-making and early response capacities to mitigate local conflicts.

5.3 Structural drivers of conflicts

23. The following are some of the critical and strategic challenges obtaining in the country that pose great danger to Kenya’s social fabric:

24. First, despite the peaceful political transition and conduct of the March 2013 General Elections in Kenya, the voting patterns all over the country portrayed the high influence of ethnicity and regionalism that has consequently fragmented and polarised Kenya. The main alliances competing in the elections appeared no more than conglomerations of Kenya’s main ethnic communities. The democratization process in Kenya seems to have so far led to fragmentation of the society along ethnic and tribal lines, ethnic-identity based factitious political parties and overtly ethnicized voting patterns. As a result, there is covert and overt acrimony between the communities that rallied behind the two main contenders in the March 2013 General Elections: the Jubilee Alliance and the Coalition for Reforms and Democracy (CORD). This regionalized ethnic competition, acrimony and hatred is evident in the virulent ‘ethnic wars’ propagated through the social media and lukewarm interactions among certain categories of the population countrywide during the 2013 electoral period.

25. Second, the leadership question and the role of Kenyan leaders in conflicts, violence propagation and equally peacebuilding in Kenya are important elements. More often, political leaders have tended to craft their political and leadership agendas around their ethnic/clan enclaves. The competition for resources and political power which results in violent conflicts, loss of lives and wanton destruction of property is a function of the divisive, short-sighted and dysfunctional leadership. Instead, collaborative leadership that encourages “win-win” situations is desirable in addressing some of the challenges facing Kenya, especially as the devolution process takes shape.

26. Whereas benefits expected from the devolved governance are abundant there are critical risks as well. Research findings conclude that negative ethnicity is one of the greatest challenges that counties will face given the accumulated negative stereotypes across the country over the years. The conceptual challenge coupled with decentralization of power and resources create a need for deepening peacebuilding, cohesion and community security structures to ensure durable peace, reconciliation and integration prevails at the county and national levels. Implementing devolution presents a crucial test, both in ensuring that Kenya’s counties do not become “ethnic fiefdoms” and are inclusive of minority interests, and that they have adequate financial support despite the country’s current fiscal deficit.4

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27. Finally, at the institutional level, conflict is emerging between the national and county
governments over transfer of devolved functions in Early Childhood Development
Education, health and security as provided for in schedule four of the Constitution.
Additionally, there exists tensions and acrimony between the members of the Senate
and the National Assembly regarding their roles and functions on devolution.
Devolution as a concept and by extension the new devolved institutions will require
nurturing through awareness and creating common understanding.

5.4 Youth criminality, radicalization and extremism

28. The challenges of armed gangs, militia and terrorist groups are yet another complex
factor of state fragility in Kenya. Each year, thousands of youths exit institutions of
learning into the job market but only an insignificant number secure meaningful
employment. The cumulative result is a restless and frustrated lot who cannot make
ends meet. The heightened expectations of youth exposed to modern living yet unable
to achieve the means to experience gainful livelihoods, leads to frustration and anger
that increases the potential attraction for radicalism, criminalism and extremism
especially among the frustrated youthful population. In recent times, youthful gangs
and militias have proliferated in major urban centers and regions around Kisumu,
Mombasa and Nairobi. Some of these gangs have been linked to powerful political
interests with the likely risk of fuelling political violence.

29. As alluded to above, the activities of extremist groups operating in the region is
slowly sucking in idle youths into dangerous trends of extremism. A recent study on
the vulnerability of the Kenyan youth to radicalism and extremism demonstrates that
among other factors, socio-economic drivers of radicalization in Kenya include real
and perceived marginalization and exclusion from national and county resources,
frustrated expectations and relative deprivation.5

5.5 Worsening Urban Insecurity and Weakened Capacity of the Police

30. Urban violence has become an increasing concern in Kenya, as portrayed by rising
crime levels.6 The unprecedented proliferations of SALWs have heightened the
challenges of policing and increased the risks to citizens and security agents. For
instance, incidents of deadly armed attacks on police stations in Baragoi (Samburu
county), Marsabit, Mombasa, Kwale, Malindi, Baringo, Tana River, Garissa and
Mandera Counties, have led to costly and ultimately unsustainable security
operations. Organized criminal groups and ethnic militias have been emboldened by
possession of illicit SALWs to the level that they now regularly raid city estates and
even remoter police posts. Militia type organizations have unleashed violence on
citizens in coast, northern and even in the western region’s Bungoma County and
environs (some of which were active during the political campaigns in the run up to
the 2013 General Elections), and have now re-emerged and engaged in acts of
banditry and criminality. In other words, and mainly due to inadequacy in terms of

5 Institute for Security Studies (ISS), 2013. Assessing the vulnerability of Kenyan youth to radicalisms and
extremism, ISS Paper, Nairobi.
6 See Kenya National police’s Annual Crime Reports and SRIC and NCRC’s crime surveys.
personnel and resources, the police have been overwhelmed particularly in rural and remote Counties especially in northern Kenya.

5.6 Community security

31. In order to nurture the realization of sustainable peace and security in the country, there is a critical need to support the community participation in security maintenance. The dismal achievements in the implementation of the community policing strategies have resulted in continued threats to the safety of communities especially in urban and informal settlements. The presence of unemployed youth that have transformed into organised gangs and militia poses security challenges to communities not only in established urban centres but also the emerging peri-urban settlements and rural areas. The police-population ratio remains below the globally acceptable standards and hence rendering communities vulnerable to insecurities. The prevalence of illicit SALWs fuel crime and violence in the bandit prone areas in northern Kenya and in the urban settlements. In a nutshell, securing communities and ensuring reconciliation and peaceful co-existence remains a challenge to the development of the counties and the Kenyan nation. Addressing community security at all levels remains a priority for sustainable development in the country.

5.7 The land question

32. Historically, the land problem has defined conflicts and inter-communal relations in Kenya for a long time. As evidenced by the perennial grievances by the indigenous coastal communities, recent clashes in Tana River, Mandera and Marsabit Counties, and public demonstrations in Narok, the land question continues to be problematic. The manifestation of land conflicts is evidenced by the conflicts over use, access, control and ownership of land. For example the chapter on land in the TJRC report identified that land was the most contentious, divisive and controversial issue. Indeed, the land question dominated the political campaigns prior to the 2013 General Elections, and has since been a driver of conflict in regions such as Rift Valley region of Kenya, the Mount Elgon slopes, the urban informal settlement areas of Nairobi, and in the Coast areas. Although the National Land Commission has been established under the National Land Commission (NLC) Act of 2013, the land problem in Kenya still remains unresolved and has the potential to trigger conflicts in future if not addressed within the precincts of the constitutional order.

5.8 Ad-hoc Reconciliation efforts

33. The outcome of the 2013 General Elections compounded the widespread suspicion and further polarisation among and between communities. Most of the peacebuilding and conflict management undertaken in the run-up to the 2013 General Election was rightly geared towards reducing the levels of electoral violence, and to avoid the pain of widespread violence. Therefore reconciling the different communities and strengthening the sense of Kenyan identity remains a continuing challenge for the future. Simmering tensions and occasional flare ups that have brought violence along clan or ethnic lines continues to be witnessed in upper eastern, north eastern and western Kenya and the coastal region. This reinforces the need for constructive dialogue and reconciliation as key elements to address long-term issues. This was one of the recommendations of the TJRC report.
5.9 Contestations over natural resources and extractive industries

34. The discovery of natural resources, mainly oil and minerals and other extractable economic resources in various parts of the country may not only affect inter-communal harmony but also relations between counties that share common borders and with the national government. The discovery of oil in Turkana, and the potential for further discoveries in Kerio Valley, Marsabit, Lamu, Garissa, Isiolo, Nyanza; coal in Kitui; Tiomin in Kwale; and gold deposits in Western Kenya, makes the extractive industry a rapidly growing sector of the Kenyan economy. If not well managed, the exploitation of these resources could ignite ethnic rebellions against the establishment and investors under situations where community groups and county leadership perceive that the operations are not to their benefits. Where the resources are discovered along shared territorial spaces, the potential for conflicts and disagreements are invariably increased.

35. Going by tensions in Turkana and Marsabit, communal blockage of the exploitation of Tiomin in Kwale and reports of tensions and border disputes between Isiolo and Garissa counties following the recent announcement of possible oil discovery along the Modogashe basin, all indications point to scenarios that, if not managed well, contestations over the utilization of extractive industries will be the new frontier of conflict and violence in various parts of the country. To avert possible conflicts, it is imperative that relevant policies, legislations, Corporate Social Responsibilities standards and best practices, and community consultation, elaborate benefits-sharing, arbitration, dispute resolution and consensus building mechanisms be put in place to make these natural resources a blessing to Kenya and not a curse as has happened in various countries across the globe.

5.10 Spill over of Regional Conflicts

36. In addition to the national conflict issues, there are a number of regional and or cross-border conflict issues that render national level conflict resolution ineffective. These include cross-border livestock raids, disputes over trans-boundary resources, maritime piracy within the Indian Ocean and terrorism, including “militia for hire” in counties neighbouring Somalia and Ethiopia. These are issues may precipitate cross border conflicts and sour relations among communities and nations in the region, and further constrain regional integration as championed by the various sub-regional organizations such as the East African Community (EAC), Inter-Governmental Authority on Development (IGAD) and the International Conference of the Great Lakes Region (ICGLR) amongst other regional bodies. Therefore, building on positive national experiences, efforts should be made to develop a regional architecture for peace for the sub-region that brings together the Horn and Great Lakes’ countries which share the same conflict systems.

5.11 Engendering Community Security and Peacebuilding

37. As elsewhere, there is a distinct gender aspect to conflict and violence in Kenya. Women and girls suffer disproportionate impact from civic disorder and require specific attention to their vulnerability in comparison to men. In certain areas Sexual
and Gender-Based Violence (SGBV) is used as a weapon to humiliate communities. For example, after the electoral violence over 5,000 cases of rape were reported and more than half of the populations in the Internally Displaced Persons (IDP) camps were women and children. Further to these unfortunate incidents, SGBV continues to be a key factor in displaced camps where commercialization of sex as a tool to access basic needs like food, shelter, cloths and to health within the camps. It is also noteworthy to mention that women bring to bear experiences and attitudes that helped build bridges for peace and defuse inter-communal tensions across societies. In Kenya’s own experience, it is the women from Wajir who first took brave steps to lay the foundations for what has become the District Peace Committees’ model. In Kenya, currently, there are about 25 women Chairing Local Peace Committees and it is envisaged that the one-thirds gender rule is adhered to in the formation of the County Peace Secretariats and Policing Authorities. Further, whereas women participation is provided for in the Constitution of Kenya 2010, cultural and socio-economic factors limit their effective involvement. Additionally, this programme in collaboration with the relevant government agencies and UNWomen will support the domestication and implementation of the relevant specific actions of the UN Security Council Resolution (UNSCR) 1325.

6.0 PROGRAMME STRATEGIC PRIORITIES FOR 2014-2018

38. This programme responds to the above-outlined challenges to peace, conflict, cohesion, reconciliation, community security, leadership within the devolved governance contexts and natural resource/extractive’s related conflicts. As such, UNDP and its partners in the peace, conflict prevention and security sector will work around the following identified key strategic priorities for the period 2014-2018:

i. Policy dialogue and advocacy – to bridge policy formulation and implementation gaps, to promote effective public participation and to put in place robust policies, laws, sector strategies and action plans for a peaceful, secure and prosperous Kenya.

ii. Institutional development and capacity building- to scale up leadership, programmatic and operational management capacities for national and county institutions to implement policies, laws, strategies, action plans and programmes for conflict prevention, peace building, natural resource management, community security, reconciliation and social cohesion.

iii. Knowledge generation and management- through comprehensive studies, surveys and south-south exchanges and knowledge sharing on issues of peace, conflict and security and to ensure mainstreaming of cross-cutting principles of conflict sensitive programming, human rights based approaches and gender equity and women and youth participation into the government policies, laws and strategies for managing conflicts, promoting peace, reconciliation and cohesion in Kenya. In addition, M&E will be an integral part of knowledge management through sustained focus on results and lessons learnt from programme implementation.

39. These priorities will respond to critical issues of community security, natural resource governance, cohesion, reconciliation, peacebuilding, conflict prevention and recovery and resilience. They are in line with the national priorities in MTP II in which the government seeks to establish effective peace and conflict structures throughout the country; re-engineer the government coordination to prevent, manage and resolve conflicts efficiently and effectively and enhance the capacity of international cross border conflict management in line with Vision 2030. This programme aims at
contributing to the realization of UNDAF’s Strategic Outcome 4.2 (Community Security, Social Cohesion and Resilience) in which the UN System has pledged to support the government and the people of Kenya so that by 2018, counties and communities are able to anticipate, prevent and respond effectively to disasters and emergencies. The programme is also aligned with the UNDPs Global Strategic Plan 2014-2017 on Peaceful resolution of disputes to stabilize volatile conditions and the Regional Bureau for Africa’s (RBA’s) Strategic Outcomes 5.0 and 6.0 which seek to strengthen capacities for conflict mitigation, recovery and sustainable development in post conflict situation. Specifically, UNDP Kenya Country Office will support the realization of the above outcomes through the proposed programme focusing on community security, peace, social cohesion and resilience building as expressed in its CPD.

40. Thus, the programme on ‘Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018’ seeks to deliver the following result areas (outcomes):

1. Institutional capacity development for policy formulation and implementation,
2. Reduction of community security threats and improved response to conflicts, risks and disasters,
3. Mainstreaming of peacebuilding, reconciliation and community security in the national and county development agenda enhanced, and
4. Results based management, strategic partnerships and coordination at the Programme level enhanced.

6.1 Theory of Change

41. The programme Theory of Change (ToC) is based on the assumption that by investing in policy formulation and implementation; development of institutional capacity at national and sub-national levels and evidence based research in peacebuilding, social cohesion and community security it will address structural drivers of conflicts and violence in the country and thereby contribute to transforming Kenya into a more peaceful and stable nation. The TOC is also founded on the assumption that strategic partnerships and enhanced coordination among state and non-state actors as well as mainstreaming human rights, gender and conflict sensitivity will enhance capacity to prevent, manage and respond to risks of conflicts and violence.

6.2 Programme Outcomes

Outcome 1: Institutional capacity development for policy formulation and implementation

42. The first result area will focus primarily on supporting national and county governments to formulate new policies where there are none, implement existing policies and monitor such implementation and results thereof. These policies, strategies and action plans will significantly mitigate the negative effects of conflict particularly relating to natural resource management, leadership under devolved governance, promote cohesion and reconciliation, and enhance community security and peaceful coexistence. In order for these results to be realized, the Programme has proposed output (1.1) which focuses on building institutional capacity to formulate,
implement and monitor peace-building, conflict prevention, cohesion and community security policies, strategies and plans at national and county levels.

43. For these results to be achieved, the Programme will forge partnerships with relevant government ministries and departments for example the Ministry of Interior and Coordination of National Government and the Treasury, independent government Commissions and the 47 county governments and relevant non-state actors among others.

**Output 1.1** Institutional capacity to formulate, implement and monitor peace-building, conflict prevention, cohesion, community security and arms control policies, strategies and plans enhanced at national and county levels.

1.1.1 Provide technical and capacity building support to national and county institutions for the formulation and implementation of policies and legislation related to peacebuilding, ethnic and race relations, community security and arms control.

1.1.2 Support National Peace Council and establishment of National Peace Fund.

1.1.3 Promote policy dialogue and advocacy at all levels.

1.1.4 Support development and implementation of strategies, mechanisms, frameworks and action plans relevant to peacebuilding, cohesion, reconciliation, community security, arms control and conflict prevention.

1.1.5 Provide support to knowledge generation and management.

1.1.6 Expand and provide collaborative leadership and problem-solving trainings to critical players in the devolved governance systems.

1.1.7 Develop and implement a Monitoring, Evaluation, Reporting and Learning System.

**Outcome 2: Reduction of community security threats and improved response to conflicts, risks and disasters**

44. There is still a challenge in achieving peacebuilding and conflict management outcomes due to weak coordination mechanisms between governmental policymakers and other non-state players. This outcome is therefore aimed at improving coordination mechanisms including conflict early warning and response systems, peacebuilding platforms, community security and recovery systems, arms control, natural resource governance frameworks as well as establishing effective and efficient infrastructure for peace at the county, national and regional levels. By improving these coordination mechanisms, the Programme seeks to build on the benefits of synergy among peace actors, optimize the use of resources, and improve efficiency, effectiveness and relevance in realizing addressing issues of community security, natural resource management, reconciliation, cohesion, and peacebuilding. This will be achieved through two programme outputs dedicated to addressing the issues of improving coordination (Output 2.1) and promoting the equitable management of natural resources/extractives and mitigation of related conflicts (Output 2.2).

**Output 2.1** Coordination mechanisms, preparedness, early warning, timely response, community security and recovery systems operational at national, county and community levels.

2.1.1 Support the implementation of the devolved peace architecture through the establishment of County Peace Forums/ Secretariats in 10-15 model counties.
2.1.2 Strengthen the devolved peace infrastructure to enhance national and counties’ capacities for conflict early warning, prevention and early response.

2.1.3 Support the establishment of County Peace Funds in 10-15 model counties.

2.1.4 Support and promote national healing and reconciliation, cohesion and integration by facilitating community dialogue and education at national and county levels.

2.1.5 Promote Alternative Dispute Resolution (ADR) and traditional conflict resolution mechanisms for resolving local conflicts and support the implementation of the TJRC report’s recommendations relevant to national reconciliation.

2.1.6 Facilitate and support the implementation of community security and area-based peace dividends and livelihoods diversification projects targeting at risk youths and reformed warriors in hotspot and border counties (especially in the coast and northern Kenya) to promote inter-communal relations and youth empowerment.

2.1.7 Build capacity of County Governments and County Policing Authority to effectively respond to local level security threats and arms control.

2.1.8 Support the development and implementation of regional peace architecture to promote cross-border peacebuilding and community security in the sub-region.

2.1.9 Support studies on conflict dynamics, status of cohesion and integration, peace index, community security trends and crime typologies.

2.1.10 Support management of ethnic/racial diversity.

2.1.11 Support promotion of national unity, reconciliation, cohesion and integration at national and county levels.

2.1.12 Support for counter violent extremism through dialogue and empowerment of affected groups in the coast and northern regions.

2.1.13 Support reformed criminal groups/networks and other vulnerable youths with key peace divide and projects to transition to legitimate alternative livelihoods.

**Output 2.2** Institutional capacity to address conflicts related to natural resource management and extractive industries enhanced

2.2.1 Provide support to conduct studies on natural resource governance and the management of emerging conflicts arising from extractive industries.

2.2.2 Support platforms to facilitate strategies and initiatives aimed at promoting dialogue and conflict mitigation on the extractives and other natural resources.

2.2.3 Develop and strengthen national, county, communities’ and non-state actors’ capacities for enhanced benefits-sharing and consensus building in the extractive industries’ sector.

2.2.4 Support national actors’ linkages and partnerships with regional and international actors in the extractives industries.

**Output 2.3:** Partnership and capacity development of non-state actors in conflict research, peacebuilding, cohesion and community security

2.3.1 Establish *Amani* facility to provide robust support to CSOs, interfaith groups, community organizations, local think-tanks and research institutes to effectively support and contribute to peaceful devolution, peacebuilding, reconciliation and community security agendas at national and county levels.

2.3.2 Provide grants and seed funds to non-state actors to promote greater participation in multidimensional peacebuilding, cohesion and community security initiatives
2.3.3 Build non-state actors capacity, promote policy advocacy, research, dialogue and strategic engagements and partnerships on topical issues under the devolved governance system,

2.3.4 Establish Amani fellowship grants/funds to support specialized trainings for identified peacemakers, practitioners and other qualified individuals.

2.3.5 Produce and publish annual *State of Peace and Security report* and *Economic analysis of the cost of disasters including violent conflicts in collaboration with the DRR Unit.*

2.3.6 Establish linkages with policymakers and as well with regional and international institutions along identified thematic areas.

**Output 2.4:** National and county level leadership capacities for collaboration and dialogue strengthened

2.4.1 Support high level mediation/ dialogue and negotiation at national and county level.

2.4.2 Support for parliament and county assemblies’ capacity development in collaborative leadership dialogue and mediation.

2.4.3 Support initiatives on capacity development on collaborative leadership at County and National levels.

2.4.4 Providing linkages and partnerships national and county level political leadership.

**Output 2.5:** National Unity, reconciliation, cohesion, resilience and integration promoted at national and county levels

2.5.1 Support the Mainstreaming of cohesion and integration in the Kenyan socialization structures (schools, churches, mosques etc) at national and county levels.

2.5.2 Facilitate and support the creation of collaborative structures that address community and institutional resilience, reconciliation and integration in Kenya.

2.5.3 Support the monitoring of the development of laws, policies and practices and their implementation at the national and county levels.

2.5.4 Support the investigation and development of strategies that address discrimination and hate speech based on ethnic, religious, racial and national origin and to make appropriate recommendations to government and other organizations.

2.5.5 Support the development and publicization of cohesion index annually.

**Outcome 3: Mainstreaming of peacebuilding, reconciliation and community security in the development agenda enhanced**

45. Development, peace, security and human rights are interlinked and mutually reinforcing. Consequently, this programme has identified as a priority mainstreaming the cross-cutting issues of peace, reconciliation, community security, human rights, gender and HIV & AIDS into development planning in Kenya. It is anticipated that national and county policies, strategies and action plans will promote the broad principles of conflict sensitive planning, public participation in decision making, inclusiveness and non-discrimination of segments of society on the bases of gender, disability, religion, age, ethnicity, economic status and HIV & AIDS. This will enhance peace, security and development at all levels in the country. This outcome will be achieved through activities outlined under output 3.1.
Output 3.1 Human rights, conflict sensitivity, gender and HIV & AIDS issues related to peace building, conflict prevention, reconciliation, and cohesion and community security mainstreamed in national and county development plans.

3.1.1 Integrate conflict sensitivity programming principles into national and county development plans.
3.1.2 Conduct thematic studies and trainings on human rights, conflict sensitivity, gender and HIV & AIDS issues related to peacebuilding, reconciliation and community security and disseminate the findings to the relevant stakeholders.
3.1.3 Popularize and implement innovative community security projects and ensure protection of women, girls and vulnerable groups in hotspot areas.
3.1.4 Facilitate the adoption and implementation of the Kenya National Action Plan (KNAP) on women, peace and security.
3.1.5 Integrate and implement innovative citizen/community security projects in critical hotspot areas.
3.1.6 In collaboration with UN Women and other agencies/bodies, support the domestication and implementation of the relevant provisions of the UNSCR 1325.

Outcome 4: Results based management, strategic partnerships and coordination at the Programme level enhanced

Output 4.1 Capacities for Programme management, strategic partnerships, coordination and monitoring and evaluation frameworks for delivery of key development results strengthened

4.1.1 Establish an effective Programme Management and Coordination Unit (PMCU) at the Directorate of Peace Building & Conflict Management and internal capacity of the Peacebuilding Unit of UNDP-Kenya with a clear mandate and skills to ensure effective and efficient delivery of key development results as per the outputs above.
4.1.2 Promote the establishment of County Coordination Units (Secretariats) in 10-15 selected model Counties and support the technical capacities for Programme Management and delivery using Community Volunteers and Peace Committees.
4.1.3 Equip the Programme Management and Coordination Unit (PMCU) with adequate equipment and materials and human resources necessary for coordination, effective and efficient delivery of Programme results.
4.1.4 Facilitate Joint Monitoring and Evaluation field missions with donors, government and civil society to assess development progress in various parts of the country covered by the Programme.
4.1.5 Facilitate the process for strategic planning of key institutions involved in the implementation of the various outputs of this Programme and to ensure each institution has an Action Plan with clear deliverables and timelines.
4.1.6 Promote knowledge management through publications of Amani Papers series on topical issues of conflict prevention and peace building, human rights and rule of law, extractive industries, leadership, armed violence, community security etc. and publication and dissemination of Programme reports etc.
4.1.7 Support regular field research and surveys to monitor progress and develop baselines on conflict, community security and social cohesion.
4.1.8 Trainings and comparative studies of Programme personnel and government counterparts on critical skills and knowledge in sound programme management, M&E, results based management and results based reporting, human rights based and
Conflict sensitive approaches to development cooperation and programming, financial management, conflict analysis and other tools, and

4.1.9 Convene regular dialogue and roundtable conferences of key stakeholders in the Programme including the National and County Government representatives, CSOs and Donors to review progress, challenges and opportunities for the Programme to achieve transformative results for Kenya.

7.0 MANAGEMENT FRAMEWORK

46. The Programme will be implemented through National Implementation Modality (NIM) in order to facilitate catalytic support to state and non-state actors for high level confidence building, conflict resolution, trust and consensus building among political actors to facilitate the implementation of devolved governance and the enactment of legislations required to bring elements of the new constitution into operation; supporting the resolution of political differences, as well as to test new and cutting edge approaches to resolving the challenges that Kenya faces (including issues of youth groups and militias).

47. The Directorate of Peacebuilding and Conflict Management (now known as the National Steering Committee for Peacebuilding and Conflict Management Secretariat) of the Ministry of Interior and Coordination of National Government will provide general coordination and management for programme execution. The National Treasury and the Ministry of Interior and Coordination of National Government will open a dedicated Project Account(s) to be utilized by the identified Implementing Agency and Responsible Parties for the effective implementation of the programme as guided by relevant Letters of Agreement.

48. There shall be established a Programme Management Board (PMB). The programme board will be co-chaired by Ministry of Interior and UNDP. Membership of the board will comprise of the National Treasury, Ministry of Interior, UNDP, National Cohesion and Integration Commission and other Responsible Parties in the programme including civil society organizations and other non-state actors. Additionally, UNDP’s Peace and Development Advisor will provide technical guidance to the Programme and the Board. The PMB shall perform the functions of a Programme Steering Committee, identifying and proposing programme activities and budgets, approving work plans presented by executing partners, coordinating programme implementation, monitoring and reporting and proposing changes in activities and implementation. Actual implementation and reporting on programme activities will be the responsibility of the executing partner.

49. The programme will strengthen mutual accountability by the Government and by UNDP. To this end, all work plans would include the resource contributions by the government (including in-kind resources), UNDP and other development partners. While each of the partners will develop a separate work plan and may receive disbursements directly from UNDP as guided by signed Letters of Agreement with the Implementing Agency, implementation of the various activities will be carried out in a coordinated manner in the context of a Programme Management Unit (PMU) and the overall guidance of the Programme Board. The work plans shall demonstrate what
resources are being contributed by the partners (especially through cost-sharing by the GOK and select counties) to the various outputs and how these outputs will contribute to the realization of the outcomes.

**Partnership and Collaboration Framework**

![Diagram of Partnership and Collaboration Framework]

The Ministry of Interior and Coordination of National Government (MOICNG) through the Directorate of Peacebuilding and Conflict Management\National Steering Committee on Peacebuilding and Conflict Management (NSC Secretariat) will be the overall implementing agency. The programme will be implemented through strategic partnerships and collaborations towards desired programme outputs. The state actors will be from relevant ministries, departments and agencies, whereas the non-state actors would include private sector; platforms geared towards peacebuilding, conflict prevention, cohesion and community security; CSO networks working on peace and conflict issues; and development agencies.
8.0 MONITORING AND EVALUATION FRAMEWORK

50. The Monitoring and Evaluation framework is a departure from project-focused monitoring and will focus on outcome monitoring through a Monitoring, Evaluation, Reporting and Learning (MERL) System. The MERL approach is proposed as it will provide decision-makers within the programme with information necessary for making informed decisions; provide an opportunity to foster cooperation among actors and beneficiaries; and will be a learning tool that allows for adaptive management. With an elaborate monitoring plan, evaluation schedule, reporting templates and focus on capturing and supporting knowledge and learning – the MERL System will enhance the monitoring function for effective decision making and accountability to stakeholders.
51. Utilizing field visits, progress review meetings, internal and external assessments and evaluations, the MERL System will be designed to elicit both quantitative and qualitative data that will seek to demonstrate clear results and impact of the Overall, the MERL System will focus on demonstrating contribution to realizing the Vision 2030 through MTP II, UNDAF and CPD outcomes.

8.1 Knowledge management

52. The Programme will work towards putting out the evidence on its work. The Programme will build on a successful practice already established by the Peace Building and Conflict Prevention Team of UNDP Kenya, of publishing materials and occasional series on a number of issues germane to peace building and conflict prevention in the country. Given the absence of a global template on how peace is constructed and secured, the experience of the Programme in the last one year presents pioneering contributions to knowledge and practice in conflict prevention. Programme activities will be assiduously documented in print, video and other formats and widely disseminated.

9.0 RISKS AND MITIGATION STRATEGY

53. There are a number of risks that may be associated with implementation of the Programme.

54. The first risk is inadequate resources to meet the programmes expectations. Particularly the anticipated establishment of the Directorate of Peacebuilding and Conflict Management and the implementation of the peace policy may require significant resources. To mitigate this, the PMB will adopt a resource mobilization strategy that will include cost-sharing with both national and county governments as well other development partners including non-traditional partners.

55. The second risk relates to political leadership for conflict prevention and community security activities. The state demonstrated clear leadership in anticipating and preventing violence during the 2013 General Elections. It is expected that this positive role of the state will carry over to the next political transition in 2017 and particularly promoting cohesion and integration agenda. To mitigate any negative impacts of politics, the programme will develop capacities for collaborative and problem-solving leadership at the national and local level.

56. Regional conflicts and insecurity in neighbouring states that may have spill-over effects and negatively impact community security and cross border relations. To mitigate this, the programme in collaboration with regional organizations such as IGAD, EAC, World Bank and the sub-region’s UNDP Country Offices, will develop and implement a regional architecture for peace and security within the framework of Great Lake Region’s Peace, Security Cooperation Framework. In collaboration with the Government of Kenya, and under the guidance of the Resident Representative’s Office, the programme will also work with region’s governments and other institutions to foster cross-peace and dialogue.

57. The government and the state institutions as well as civil society have repeatedly acknowledged UNDP’s role and leadership in conflict prevention and they are
appreciative of our contributions in this regard. Overall, the risks that may be associated with the implementation of the Programme are quite low.

9.1 Gender Strategy

58. This programme is guided by the relevant provisions of the national Constitution, UNSCR 1325 and UNDP’s Global Gender Strategy. The programme has a clear and well-defined output to mainstream gender in all the programmatic outputs. Through clear budgetary provisions and commitment to support the implementation of the relevant national gender and women empowerment programmes and in collaboration with the UN Women and other bodies the domestication of the UNSCR 1325, the programme engages frontally to address the negative impacts of violence on Kenya’s women and girls. The programme will further seek to enhance women’s role in peacebuilding, reconciliation and community security and the devolved governance agenda. With regards to the M&E framework, the overall evaluation indicators will further be developed for the programme to help track and report progress on the output on gender including gender disaggregated data of violence to inform strategic programing and support.

9.2 Partnerships, Resource Mobilization and Sustainability Strategy

59. Following successful implementation of the CPP programme in 2011 to 2013, the UNDP Country Office has improved its donor base and resource mobilization within resident donor community. This has seen resource flows from Bureau for Crisis Prevention and Recovery (BCPR), Sweden, Norway and UKaid (DfID). The active participation of UNDP in the Donor working Group on Conflict is a key strategy of resource mobilization and sustainability of programmes on conflict prevention and peace building. UNDP in partnership with Government and resident donors will develop a funding strategy and agreements to ensure sustainability. The programme will expand the donor base to include BRICS, Foundations and World Bank, AfDB and Gulf States among others.

9.3 Exit strategy

60. The exit strategy is based on the fact that:

- the programme will achieve results by 2018 in the following respects: Policy, dialogue and advocacy; Legal and institutional reforms and capacity development; Knowledge management
- that the national and select county governments will increasingly achieve certain levels of capacity and resource mobilization to support the implementation of conflict prevention, peacebuilding, cohesion, community security.
- The National and County governments will fully assume responsibility of funding the national architecture for peace, cohesion and community security.

10 Conclusion to the programme narrative

61. The CPP programme has realized substantial achievements since 2010 and Kenya now boasts of good national peace architecture. However, considerable threats to peace and security exist. Therefore, this programme seeks to deepen structures for
peacebuilding, cohesion and community security by investing in policy formulation and implementation, institutional capacity development at national and county levels and robust knowledge management and Amani facility’s support to state and non-state actors including women, youth and vulnerable populations nationally and in at-risk counties. It is envisaged that such investments will greatly assist in national reconciliation, cohesion and integration and well position the country for peace, political stability and sustainable development under the devolved governance system in Kenya including a peaceful 2017 elections. What is required is to stay on course in the critical areas and build constructive partnerships that have been identified above, and to leverage the opportunities presented by the new constitution to achieve the identified goals.

62. Complementarity – this integrated programme will be complimented by the outputs on Armed Violence Reduction and Small Arms as well as projects supported by BCPR and initiatives on conflict mitigation over natural resources and extractive industries currently supported by DfID and the Peace Support Operation Project implemented by the International Peace Support Training Center (IPSTC) supported by the Government of Japan. The programme will build on the synergies and linkages with relevant projects in order to deliver on its objectives of deepening national capacities for peacebuilding, community security and social cohesion.

63. Over a period of time, the majority of the institutional innovations and activities developed and implemented through this programme will be sought to be subsumed under appropriate institutions of the Kenyan government, or under civic organizations and other national counterparts. The UNDP team will develop and implement a strategy from 2014 to 2018 with the relevant national counterparts, and to work closely with them to ensure effective sustainability for the initiatives and activities developed through this programme.
## OBJECTIVES

**Goal:** By 2018, counties and communities are able to anticipate, prevent and respond effectively to disasters and emergencies.

**Outcome 1:** Institutional capacity development for policy formulation, implementation and monitoring strengthened

**Output 1.1** Institutional capacity to formulate, implement and monitor peace-building, conflict prevention, cohesion, community security and arms control policies, strategies and plans enhanced at national and county levels.

### INDICATORS

- Number of institutions with adequate capacity to formulate, implement and monitor robust Institutional, legislative and policy frameworks.
- Government reports;
- Partner reports.

- Number of institutions with adequate capacity to formulate, implement and monitor a robust Institutional, legislative and policy frameworks, strategies and plans for gender & rights-based peace building, cohesion, community security and arms control;
- Percentage of policies, laws and institutional frameworks that are gender sensitive and human-rights based in place and operational.
- Government reports;
- Partner reports.

### ASSUMPTIONS

Implementation of the Constitution will necessitate changes in policy and institutional frameworks.
## OBJECTIVES

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>MOVs</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Indicators</td>
<td>Activity description (Inputs &amp; Resources)</td>
<td>Costs per year (2014-2015)</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1</td>
<td>Provide technical and capacity building support to national and county institutions for the formulation and implementation of policies and legislation related to peacebuilding, ethnic and race relations, community security and arms control</td>
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<tr>
<td>1.1.2</td>
<td>Support National Peace Council and establishment of National Peace Fund</td>
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<td>1.1.3</td>
<td>Promote policy dialogue and advocacy at all levels</td>
<td></td>
</tr>
<tr>
<td>1.1.4</td>
<td>Support development and implementation of strategies, mechanisms, frameworks and action plans relevant to peacebuilding, cohesion, reconciliation, community security, arms control and conflict prevention</td>
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<tr>
<td>1.1.5</td>
<td>Provide support to knowledge generation and management</td>
<td></td>
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<tr>
<td>1.1.6</td>
<td>Expand and provide collaborative leadership and problem-solving trainings to critical players in the devolved governance systems</td>
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<tr>
<td>1.1.7</td>
<td>Develop and implement a Monitoring, Evaluation, Reporting and Learning System (MERL).</td>
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<tr>
<td></td>
<td>Number of field visits;</td>
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<td></td>
<td>Number of facilitated dialogue forums, conferences and workshops; Level of citizen engagement and perception; An operational MERL System.</td>
<td></td>
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<tr>
<td></td>
<td>• Provide technical expertise in policy, legislation, strategies and action plans formulation and implementation through consultancies;</td>
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<tr>
<td></td>
<td>• Support to the National Peace Council</td>
<td></td>
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<tr>
<td></td>
<td>• Establishment of National Peace Fund</td>
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<td></td>
<td>• Facilitate cross-party collaborative leadership in public policy.</td>
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<td></td>
<td>• Development and Implementation of the MERL System.</td>
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<td></td>
<td>• Facilitate South-South cooperation in policy, legislation, strategies and action plans dialogue through comparative study tours</td>
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<td></td>
<td>• Facilitate key Government institutions policy, dialogue and advocacy forums at county and national level.</td>
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<td></td>
<td>• Promote public participation in policy formulation and implementation through civic education and engagement.</td>
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<td></td>
<td>• Training and skills acquisition on policy drafting and implementation.</td>
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<tr>
<td><strong>Sub Total:</strong></td>
<td><strong>US$580,500</strong></td>
<td></td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>INDICATORS</td>
<td>MOVs</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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</tr>
</tbody>
</table>
| **Outcome 2:** Reduction of community security threats and improved response to conflicts, risks and disasters | ▪ Number of national level institutions, counties and CSOs that are responsive to community security threats, conflicts, risks and disasters.  
▪ Level of responsiveness.                                                                                                                      | ▪ M&E reports;  
▪ Government, partner and media reports.                                                                                                         | Sustained implementation of the reform agenda  
Availability of resources                                                                                                                             |
| **Output 2.1** Coordination mechanisms, preparedness, early warning, timely response, community security and recovery systems operational at national, county and community levels. | ▪ Number of national level institutions, counties and CSOs that have established functional coordination structures and mechanisms for conflict response, recovery and resilience; Peace building, Social cohesion and Community Security | ▪ M&E reports;  
▪ Government, partner and media reports.                                                                                                         | Institutions are willing to adopt and implement joint coordination mechanism;  
Resource availability to support coordination.                                                                                                             |
## Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018

### Objectives

<table>
<thead>
<tr>
<th>Activities</th>
<th>INDICATORS</th>
<th>MOVs</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1 Support the implementation of the devolved peace architecture through the establishment of County Peace Forums/Secretariats and recruitment and deployment of Peace Coordinators in select 10-15 model counties.</td>
<td>Number of established County Peace Structures; Number of County Peace Forums supported and facilitated</td>
<td>Establish and sustained County Peace Forums, County Secretariats and Local Peace Committees; and recruitment of Peace Coordinators (at least 10)</td>
<td>78,000</td>
</tr>
<tr>
<td>2.1.2 Strengthen the devolved peace infrastructure to enhance national and counties’ capacities for conflict early warning, prevention and early response</td>
<td>Number of facilitated dialogue and consultative forums at regional, national, county and local levels; Number of inter-communal peace dividend interventions supported; Number of at risk youth groups and reformed warriors supported with livelihood interventions</td>
<td>Support to Local Peace Committees in CEWER through RRFs; Establishment of a Rapid Response Fund (RRF) for Conflict Prevention and Mediation; Support to reformed criminal groups</td>
<td>77,000</td>
</tr>
<tr>
<td>2.1.3 Support the establishment of County Peace Funds</td>
<td>Number of established and sustained County Peace Forums, County Secretariats and Local Peace Committees; and recruitment of Peace Coordinators (at least 10)</td>
<td>Establish regional infrastructure for peace (peace conflict and security network); Facilitate inter-communal dialogue on reconciliation, cohesion, integration, community security and combating extremism;</td>
<td>16,000</td>
</tr>
<tr>
<td>2.1.4 Support and promote national healing and reconciliation, cohesion and integration by facilitating community dialogue and education at national and county levels</td>
<td></td>
<td>Develop peace dividends projects and support grants (reformed warriors, women in conflict); Facilitate training and deployment of conflict mediators and Peace Ambassadors (ADR related interventions); Expand and sustain operationalization of the NCEWER System.</td>
<td>32,000</td>
</tr>
<tr>
<td>2.1.5 Promote Alternative Dispute Resolution (ADR) and traditional conflict resolution mechanisms for resolving local conflicts and support the implementation of the TJRC report’s recommendations relevant to national reconciliation</td>
<td></td>
<td>Support integration of arms control mechanisms into the County Policing Authority.</td>
<td>35,000</td>
</tr>
<tr>
<td>2.1.6 Facilitate and support the implementation of community security and area-based peace dividends and livelihoods diversification projects targeting at risk youths and reformed warriors in hotspot and border counties to promote inter-communal relations and youth empowerment</td>
<td></td>
<td>Support the development and implementation of regional peace architecture to promote cross-border peacebuilding and community security in the sub-region.</td>
<td>23,000</td>
</tr>
<tr>
<td>2.1.7 Build capacity of County Governments and County Policing Authority to effectively respond to local level security threats and arms control.</td>
<td></td>
<td>Support management of ethnic/racial diversity.</td>
<td>35,000</td>
</tr>
<tr>
<td>2.1.8 Support the development and implementation of regional peace architecture to promote cross-border peacebuilding and community security in the sub-region.</td>
<td></td>
<td>Support promotion of national unity, reconciliation, cohesion and integration at national and county levels.</td>
<td>35,000</td>
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<tr>
<td>2.1.9 Support studies on conflict dynamics, status of cohesion and integration, peace index, community security trends and crime typologies.</td>
<td></td>
<td>Support for counter violent extremism through dialogue and empowerment of affected groups.</td>
<td>35,000</td>
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<tr>
<td>2.1.10 Support management of ethnic/racial diversity.</td>
<td></td>
<td>Support reformed criminal groups/networks and other vulnerable youths with key peace dividend projects to transition to legitimate alternative livelihoods.</td>
<td>35,000</td>
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<tr>
<td>2.1.11 Support promotion of national unity, reconciliation, cohesion and integration at national and county levels</td>
<td></td>
<td>Support for counter violent extremism through dialogue and empowerment of affected groups.</td>
<td>35,000</td>
</tr>
<tr>
<td>2.1.12 Support for counter violent extremism through dialogue and empowerment of affected groups</td>
<td></td>
<td>Support reformed criminal groups/networks and other vulnerable youths with key peace dividend projects to transition to legitimate alternative livelihoods.</td>
<td>35,000</td>
</tr>
<tr>
<td>2.1.13 Support reformed criminal groups/networks and other vulnerable youths with key peace dividend projects to transition to legitimate alternative livelihoods.</td>
<td></td>
<td>Support for counter violent extremism through dialogue and empowerment of affected groups.</td>
<td>35,000</td>
</tr>
</tbody>
</table>

Sub Total: US$516,000
## Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>MOVs</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
</table>
| **Output 2.2** Institutional capacity to address conflicts related to natural resource management and extractive industries enhanced | - Number of institutions with adequate capacity to identify, formulate and implement strategies to address conflicts related to natural resource management.  
- Number of studies and assessments conducted on extractive industry and natural resources. | - M&E reports;  
- Government, partner and media reports. | Sustained collaborative partnerships among various stakeholders.  
Political risk  
National and County governments will put in place laws and mechanisms that promote equitable resource distribution. |

<table>
<thead>
<tr>
<th>Activity Indicators</th>
<th>Activity description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2.2.1               | Provide support to conduct studies on natural resource governance and the management of emerging conflicts arising from extractive industries | Number of field studies undertaken;  
Number of strategies, action plans implemented on resource management and conflict;  
Stakeholder networks/Platforms on natural resources/extractives and conflict established. | Commission research studies on natural resource (extractive industry);  
Facilitate and support dialogue and conflict mitigation platforms on natural resource and extractive industries.  
Capacity enhancement of state and non-state actors on benefits-sharing and consensus building.  
Support regional and international consultative forums on extractive industries. | 32,000  
36,500  
40,000  
116,000  
Sub Total: US$224,500 |
| 2.2.2               | Support platforms to facilitate strategies and initiatives aimed at promoting dialogue and conflict mitigation on the extractives and other natural resources. | Number of actors supported towards benefits-sharing and consensus building.  
Number of regional and international linkages established. |       |
| 2.2.3               | Develop and strengthen national, county, communities’ and non-state actors’ capacities for enhanced benefits-sharing and consensus building in the extractive industries’ sector. |       |
| 2.2.4               | Support national actors’ linkages and partnerships with regional and international actors in the extractives industries. |       |
## Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018

### Objectives

| Output 2.3 | Partnership and capacity development of non-state actors in conflict research, peacebuilding, cohesion and community security. |

### Indicators

- Number of non-state actors with adequate capacity for conflict prevention and quality of coordination and partnership.
- Perception surveys;
- NGO reports;
- Media reports.

### MOVs

- Availability of funding for non-state actors.

### Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Activity Description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1</td>
<td>Establish Amani Facility to provide robust support to CSOs, interfaith groups, community organizations, local think-tanks and research institutes to effectively support and contribute to peaceful devolution, peacebuilding, reconciliation and community security agendas at national and county levels.</td>
<td>145,000</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Provide grants and seed funds to non-state actors to promote greater participation in multidimensional peacebuilding, cohesion and community security initiatives.</td>
<td>130,000</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Build non-state actors capacity, promote policy advocacy, research, dialogue and strategic engagements and partnerships on topical issues under the devolved governance system.</td>
<td>45,000</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Produce and publish annual State of Peace and Security reports; Economic analysis of the cost of disasters including violent conflicts;</td>
<td>84,000</td>
</tr>
<tr>
<td>2.3.5</td>
<td>Establish Amani fellowship grants/funds to support specialized trainings for identified peacemakers, practitioners and other qualified individuals.</td>
<td>83,000</td>
</tr>
<tr>
<td>2.3.6</td>
<td>Establish linkages with policymakers and as well with regional and international institutions along identified thematic areas.</td>
<td>113,000</td>
</tr>
</tbody>
</table>

### Output 2.4 | National and county level leadership capacities for collaboration and dialogue strengthened.

### Indicators

- Level of engagement of political leadership in collaborative and problem solving dialogues
- Media reports;
- Public perception surveys;
- Project activity reports.

### MOVs

- Political goodwill.
# Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018

## Objectives

### Activities

| 2.4.1 | Support high level mediation/ dialogue and negotiation at national and county level. |
| 2.4.2 | Support for parliament and county assemblies’ capacity development in collaborative leadership dialogue. |
| 2.4.3 | Support initiatives on capacity development on collaborative leadership at County and National levels. |
| 2.4.4 | Providing linkages and partnerships between political leadership at all levels. |

### Output 2.5 National unity, reconciliation, cohesion, resilience and integration promoted at national and county levels

<table>
<thead>
<tr>
<th>Activity Indicators</th>
<th>Activity description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of high level mediation/dialogues and negotiations</td>
<td>Facilitation of national and county dialogue/mediation forums.</td>
<td>65,000</td>
</tr>
<tr>
<td>Capacity building support towards leadership dialogue for Parliament and county assemblies</td>
<td>Support to targeted institutions for leadership capacity development.</td>
<td>38,000</td>
</tr>
<tr>
<td>Number of national and county actors with capacity for collaborative leadership</td>
<td>Facilitation of national and county collaborative leadership forums.</td>
<td>64,000</td>
</tr>
<tr>
<td>Level of partnerships and coordination at national and county levels.</td>
<td>Support to national and county political leadership forums.</td>
<td>33,000</td>
</tr>
</tbody>
</table>

### Activities

| 2.5.1 | Support the Mainstreaming of cohesion and integration in the Kenyan socialization structures (schools, churches, mosques etc) and counties |
| 2.5.2 | Facilitate and support the creation of collaborative structures that address community and institutional resilience, reconciliation and integration in Kenya |
| 2.5.3 | Support the monitoring of the development of laws, policies and practices and their implementation at the national and county levels |
| 2.5.4 | Support the investigation and development of strategies that address discrimination and hate speech based on ethnic, religious, racial and national origin and to make appropriate recommendations to government and other organizations |
| 2.5.5 | Development and publicization of cohesion index for the country on an annual basis. |

<table>
<thead>
<tr>
<th>Activity Indicators</th>
<th>Activity description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of public institutions complying with the NCI Act on representation and discrimination in employment</td>
<td>Support the carrying out of thematic studies</td>
<td>135,000</td>
</tr>
<tr>
<td>Levels and interaction spaces for intra- and inter-ethnic and religious relations amongst the different groups in Kenya</td>
<td>Facilitate the identification and rewarding cohesion champions</td>
<td>270,000</td>
</tr>
<tr>
<td>Number of laws and policy proposals adopted to promote national cohesion</td>
<td>Support the participation of different ethnic and religious groups in cross-cultural events</td>
<td></td>
</tr>
<tr>
<td>Support training to infuse national cohesion in the educational curriculum</td>
<td>Support the implementation of the peace clubs in</td>
<td>117,000</td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>INDICATORS</td>
<td>MOVs</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------</td>
</tr>
<tr>
<td></td>
<td>Level of hate speech perpetration by political and influential people in the society reduced</td>
<td>schools</td>
</tr>
<tr>
<td></td>
<td>Number of thematic studies</td>
<td>Facilitate and undertake cohesion index surveys</td>
</tr>
<tr>
<td></td>
<td>Number disputes resolved by use of ADR</td>
<td>Support community and youth forums for peace building and reconciliation</td>
</tr>
<tr>
<td></td>
<td>Number of cohesion projects supported by the private sector</td>
<td>Facilitate training, monitoring and investigations in hate speech</td>
</tr>
<tr>
<td></td>
<td>Increased engagement with the community, media and political institutions to ensure sustained ethnic relations</td>
<td>Support capacity building in the use of ADR in communities</td>
</tr>
<tr>
<td></td>
<td>Number of institutions and individuals recognized for excelling in promoting national cohesion and integration principles</td>
<td>Monitor the implementation of laws and policies that promote national cohesion and integration principles</td>
</tr>
<tr>
<td></td>
<td>Number and frequency of the production of cohesion index.</td>
<td>Review the Strategic Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Build the capacity of staff in attending trainings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop IEC materials</td>
</tr>
</tbody>
</table>

Sub Total: US$1,613,000
# Deepening Foundations for Peacebuilding and Community Security in Kenya 2014-2018

## Objectives

<table>
<thead>
<tr>
<th>Outcome 3: Mainstreaming of peacebuilding, reconciliation and community security in the development agenda enhanced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDICATORS</strong></td>
</tr>
<tr>
<td><strong>MOVs</strong></td>
</tr>
<tr>
<td><strong>Assumptions</strong></td>
</tr>
</tbody>
</table>

## Output 3.1 Human rights, conflict sensitivity, gender and HIV & AIDS issues related to peace building, conflict prevention, reconciliation, cohesion and community security mainstreamed in national and county development plans.

<table>
<thead>
<tr>
<th>Activity Indicators</th>
<th>Activity description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity Indicators</strong></td>
<td><strong>Activity description (Inputs &amp; Resources)</strong></td>
<td><strong>Costs</strong></td>
</tr>
<tr>
<td>Number of advocacy forums, conferences, workshops, knowledge forms and trainings; Number of plans, strategies and legal frameworks that integrate human rights, conflict sensitivity, gender and HIV &amp; AIDS issues related to peace building, reconciliation and community security; Number of community security projects focusing on women, girls and vulnerable groups; Resources allocated to implementation of KNAP; Number of innovative community security projects supported.</td>
<td>Undertake baseline studies on status of mainstreaming gender, conflict sensitivity and human rights in development plans. Impart knowledge and skills through training of government (county and national) on mainstreaming gender, conflict sensitivity and human rights into government plans, strategies and policies. Support integration and implementation of the action plans (KNAP, human rights, conflict sensitivity, gender and HIV/AIDS). Raising awareness on the inter-linkages/inter-relationship between peace, security, conflict and development. Support community security projects.</td>
<td>13,000</td>
</tr>
</tbody>
</table>

Sub Total: US$130,000
## OBJECTIVES


### Outcome 4: Results based management, strategic partnerships and coordination at the Programme level enhanced.

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>MOTs</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of programme coordination; Monitoring and evaluation framework.</td>
<td>Minutes of programme coordination and review meetings; M&amp;E tools developed.</td>
<td>Role of coordination accepted across IPs. Capacity for RBM available.</td>
</tr>
</tbody>
</table>

### Output 4.1: Capacities for Programme management, strategic partnerships, coordination and monitoring and evaluation frameworks for delivery of key development results strengthened.

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>MOTs</th>
<th>ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role and function of M&amp;E focal point; Number of capacity building forums;</td>
<td>Programme reports; Capacity building forum reports;</td>
<td>Adequate resources to operationalize M&amp;E system;</td>
</tr>
</tbody>
</table>

### Activities

**4.1.1** Establish an effective Programme Management and Coordination Unit at the Directorate of Peace Building & Conflict Management and the PBCP Unit of UNDP with strengthened capacity to ensure effective and efficient delivery of key development results as per the outputs above.

**4.1.2** Promote the establishment of County Coordination Units (Secretariats) in selected Counties and support the technical capacities for Programme Management and delivery using Community Volunteers and Peace Committees.

**4.1.3** Equip the Programme Management and Coordination Unit (PMCU) with adequate equipment and materials and human resources necessary for coordination, effective and efficient delivery of Programme results.

**4.1.4** Facilitate Joint Monitoring and Evaluation field missions with donors, government and civil society to assess development progress in various parts of the country covered by the Programme.

**4.1.5** Facilitate the process for strategic planning of key institutions involved in the implementation of the various outputs of this Programme and to ensure each institution has an Action Plan with clear deliverables and timelines.

**4.1.6** Promote knowledge management through publications of *Amuri* Papers series on topical issues of conflict prevention and peace building, human rights and rule of law, extractive industries, leadership, armed violence, community security etc. and publication and dissemination of Programme reports etc.

**4.1.7** Support regular field research and surveys to monitor progress and develop baselines on conflict, community security and social cohesion.

<table>
<thead>
<tr>
<th>Activity Indicators</th>
<th>Activity description (Inputs &amp; Resources)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of recruitments and resources allocated to implementation of the Programme</td>
<td>Establish effective and efficient Programme Management and Coordination Unit within Ministry of Interior and Coordination of National Government – equipment and personnel</td>
<td>329,000</td>
</tr>
<tr>
<td>The frequency of joint M&amp;E field missions with donors and the quality of engagement with communities and key stakeholders</td>
<td>- Recruitment of Programme Manager (1), Conflict Analyst (1), Coordinator and Associate for Amani Facility (1)</td>
<td></td>
</tr>
<tr>
<td>Efficient and effective PMCU with adequate equipment, vehicles and personnel in place</td>
<td>- Recruitment of at least a Programme analyst (1) and 5 Programme Officers for M&amp;E, research and documentation, conflict early warning and response, cohesion and intergation, crime analysis, capacity development and finance officer (1) for financial and logistics management.</td>
<td>52,000</td>
</tr>
<tr>
<td>Action Plans in place for implementing partners and collaborating agencies</td>
<td>- Recruitment of at least 4 UNVs to support programme delivery</td>
<td></td>
</tr>
<tr>
<td>Level of coordination of programme partners and beneficiaries</td>
<td>Facilitate strategic planning for at least 5 partners involved in the execution/implementation of the Programme components</td>
<td>15,000</td>
</tr>
<tr>
<td>Quality of programme delivery and reporting of key development results</td>
<td></td>
<td>77,000</td>
</tr>
</tbody>
</table>
### OBJECTIVES

| 4.1.8 | Trainings and comparative studies of Programme personnel and government counterparts on critical skills and knowledge in sound programme management, M&E, results based management and results based reporting, human rights based and conflict sensitive approaches to development cooperation and programming, financial management, conflict analysis and other tools |
| 4.1.9 | Convene regular dialogue and roundtable conferences of key stakeholders in the Programme including the National and County Government representatives, CSOs and Donors to review progress, challenges and opportunities for the Programme to achieve transformative results for Kenya. |

### INDICATORS

| 4.1.8 | Competent, motivated and skilled staff at the PMCU |
| 4.1.9 | Number of innovative dialogue forums and roundtable conferences with donors |

### MOVs

| 4.1.8 | Field assessments, mapping and scoping of Programme areas |
| 4.1.9 | Stakeholder engagement at the initial stages including Programme launch and sensitization of Programme targeted beneficiaries |
|       | M&E field visits and progress reporting (quarterly and annually) |
|       | At least 1 end of year roundtable with the Programme Board and critical stakeholders including donors |
|       | Publications and dissemination of quarterly and annual progress and M&E reports and Amani papers and County Profiles |
|       | Baseline studies, field survey reports and research reports |

### ASSUMPTIONS

| 4.1.8 | 16,000 |
| 4.1.9 | 16,000 | 32,000 | 65,000 | 50,000 |

**Sub Total: US$636,000**

### TOTAL

**USD 4,500,000**