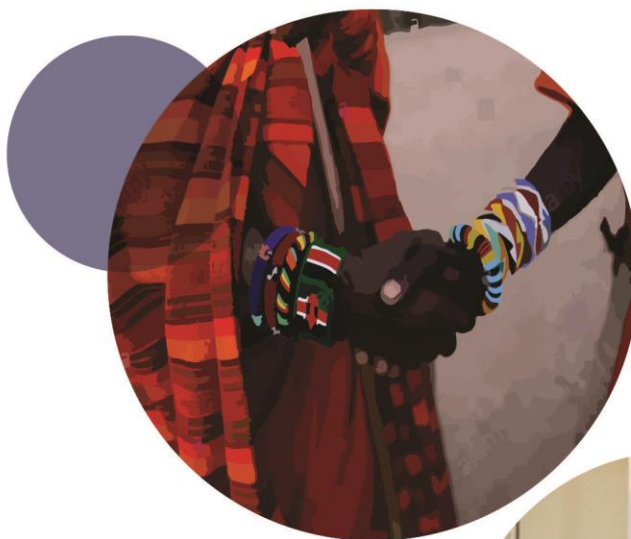


End Term Evaluation for Deepening Foundation for Peacebuilding and Community Security in Kenya (2014 - 2018)

Final Report

November, 2018



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LIST OF ACRONYMS

ACORD	: Agency for Cooperation in Research and Development
ACT!	: Act Change Transform (<i>an organization</i>)
ADR	: Alternative Dispute Resolution
ASAL	: Arid and Semi-arid Land
CIDP	: County Integrated Development Plans
CoG	: Council of Governors
CPCC	: County Peace and Cohesion Coordinators
CPD	: Country Programme Document
CPP	: Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition
CSO	: Civil Society Organizations
CVE	: Countering Violent Extremism
DAC	: Development Assistance Committee
DaO	: Delivering as One
DFID	: Department for International Development
DPC	: District Peace Committee (<i>Currently: Sub County Peace Committee</i>)
ESAP	: Elections Security Arrangement Programme
EWER	: Early Warning Early Response System
FGD	: Focused Group Discussions
GOK	: Government of Kenya
HRBA	: Human Rights-Based Approach
IEBC	: Independent Electoral and Boundaries Commission.
IFES	: International Foundation for Electoral Systems
IPE	: IPE Global Group
IRCK	: Inter-Religious Council of Kenya
KEPSA	: Kenya Private Sector Alliance
KII	: Key Informant Interview(s)
KNAP	: Kenya National Action Plan
KNCHR	: Kenya National Commission on Human Rights
KNFP	: Kenya National Focal Point on Small Arms and Light Weapons
LLA	: Lessons Learnt Approach
M&E	: Monitoring and Evaluation
MCK	: Media Council of Kenya
MTP	: Medium-Term Plan
NCEWERS	: National Conflict Early Warning and Early Response System
NCIC	: National Cohesion and Integration Commission
NGO	: Non-governmental Organisation
NPS	: National Police Service
NSC	: National Steering Committee on Peace Building and Conflict Management
OECD	: Organisation for Economic Cooperation and Development
OHCHR	: United Nations Office of the High Commissioner for Human Rights
ORPP	: Office of the Registrar of Political Parties
PBCM	: Peace Building and Conflict Management Directorate
PBCS	: Peacebuilding and Community Security
PEA	: Political Economy Analysis
PeaceNet	: Peace and Development Network
PfPS	: Partnership for Peace and Security
PLWD	: People Living with Disabilities
PMB	: Programme Management Board
PMCU	: Programme Management and Coordination Unit
RFA	: Results Framework Approach

SCOPE	:	Strategic Communication on Peaceful Elections
SDG	:	Sustainable Development Goals
Sida	:	Swedish International Development Agency
SMS	:	Short Message Service
SRIC	:	Security Research and Information Centre
ToC	:	Theory of Change
UN	:	United Nations
UNDAF	:	United Nations Development Assistance Framework
UNDP	:	United Nations Development Programme
UNEG	:	United Nations Evaluation Group
UNSCR	:	United Nations Security Council Resolution
USD	:	United States Dollar
VAWIE	:	Violence Against Women in Election
VE	:	Violent Extremism

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EXECUTIVE SUMMARY

Background

The United Nations Development Programme (UNDP) supports the Government of Kenya (GoK) in line with the UN Development Assistance Framework (UNDAF) and Country Programme Document (CPD). In the period 2014 to 2018, peacebuilding work fell under UNDAF strategic result 4 on Environmental Sustainability, Land Management and Human Security, as well as CPD Outcome on Community Security, Social Cohesion and Resilience. The programme aimed at developing institutional capacities for policy formulation and implementation, deepening structures for peacebuilding, cohesion and community security and reducing community threats as well as improving response to conflicts, risks and disasters in national and counties development agendas. Further, together with the UWIANO Platform for Peace an initiative of UNDP, UN Women, NSC, NCIC, independent Electoral and Boundaries Commission (IEBC), Peace and Development Network Trust (PeaceNet Kenya) and their partners, the programme sought to strengthen strategic leadership and coordination for reduction of election violence.

The programme built on the achievements made under the previous programme, “Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition, 2010-2013”. It was supported by UNDP, Government of Sweden, and UK Department for International Development (DfID), European Union (EU), GoK and was implemented by state and non-state actors. The implementing partner was the GoK Ministry of Interior and Coordination of National Government and its agencies; National Steering Committee on Peacebuilding and Conflict Management (NSC) and National Cohesion and Integration Commission (NCIC) and collaborating partners. The collaborating partners were Kenya National Focal Point on Small Arms and Light Weapons (KNFP); Non-state actors including PeaceNet-Kenya, Agency for Cooperation in Research and Development (ACORD), Partnership for Peace and Security (PfPS) and Security Research and Information Centre (SRIC) and UN agencies including Office of the United Nations High Commissioner for Human Rights (OHCHR) and UN Women.

More specifically, the programme purposed to consolidate the successes of previous and ongoing interventions such as the *Uwiano* Platform for Peace through supporting the strengthening of national capacity for conflict prevention. The programme contributed to CPD Outcome 4: Systems for community security and resilience which states that by 2018, counties and communities can anticipate, prevent and respond effectively to disasters and emergencies. In the run up to the 2017 General Election, the programme under *Uwiano* for peace platform ramped up its activities in a bid to ensure a peaceful electioneering period as this was a critical component of the programme. Most of 2016 and 2017 were politically charged with the demands that the IEBC was not credible and needed to be overhauled. The County Peace and Cohesion Coordinators were recruited in 2017 and a capacity building programme for all County Peace Committee members was rolled out in a bid to equip the members with the requisite skills necessary for them to carry the peace message during the potentially volatile election period. All these, coupled with the EWER under *uwiano* Platform for Peace, contributed towards ensuring a relatively peaceful election.

The programme document (Prodoc) required that the programme conducts an end-term Evaluation. The end-term evaluation is a joint GoK and UNDP review that was conducted by IPE Global an independent consultancy firm, in close collaboration with implementing and collaborating partners both at the national and county level and development partners. The end-term evaluation covered the programme period from 2014 to 2018.

Evaluation Objective

Towards the completion of the project, UNDP commissioned an end of project evaluation with the objective of assessing progress and generating findings and lessons learnt. This evaluation report provides an overall assessment of progress and achievements made against planned results. The evaluation findings sought to establish if the envisaged results were achieved or not, and the recommendations and lessons learned which will inform the next phase of the peace building support under the new Country Program Document launched in 2018. The information generated from this evaluation will contribute to organizational learning as well as generate knowledge for development effectiveness.

Evaluation Methodology

The consultant adopted a participatory methodology in end-term evaluation, employing a mix of qualitative and quantitative approaches. The approaches comprised of qualitative data collection, which was complimented with quantitative data collection. Qualitative data collection entailed literature review, Key Informant Interviews (KIIs) and Focus Group Discussion (FGDs). Project teams at UNDP, NSC, NCIC, implementing partners, collaborating partners, supporting donor community and cluster peace and cohesion coordinators at the counties were interviewed as key informants. Civil society organizations in the counties dealing with peacebuilding were also contacted as key informants. Focus group discussions with members of peace committees and general public were conducted in all the 12 counties identified in the evaluation Terms of Reference (TOR).

Summary of Findings & Conclusions

Strategy

The PBCS has contributed to Kenya's national priorities by aligning its interventions along the UNDAF and UNDP-Kenya CPD 2014-2018 and Kenya Medium Term Plans II. This was corroborated through interviews conducted with various programme stakeholders. The programme has enhanced capacities of national institutions, civil society organizations and peace architecture systems including peace committees through training. The project supported implementation of peace architecture at the county level through establishment of county peace forums. The peace forums were meant to enhance counties' capacities for conflict early warning, prevention and early response. The project has further has contributed towards ensuring that issues of gender and peacebuilding are mainstreamed into national and county government policies, plans and budgets as well as in County Integrated Development Plans (CIDPs).

The programme's theory of change (TOC) was flexible enabling UNDP, NSC, NCIC and other partners for example civil society organizations such as PfPS, SRIC, IRCK and PeaceNet-Kenya to respond to the needs of peacebuilding and community security. The programme identified an opportunity in preventing and countering violent extremism (P/CVE) and incorporated it and thereby adapting its theory of change to the dynamic environment of peacebuilding. This was accompanied by bringing on board specialists in gender, Monitoring and Evaluation (M&E) and communication as well as Cluster Peace and Cohesion Coordinators to enhance the programme technical capacities.

Relevance of Programme Design

The programme enhanced the capacities of peacebuilding actors in the country. The programme activities, and implementation approach and the outcomes were found aligned to United Nations Development Assistance Framework for Kenya and the UNDP Country Programme Document for Kenya 2014-2018. However, during evaluation it was noted that although the programme started in 2014 there were delays in recruiting key programme staff including Cluster Peace and Cohesion Coordinators who were recruited in 2017 and very near the elections. Late staffing contributed to delays in implementation of programme activities at the counties.

The design of the programme was focused on using the peace committees' structures under NSC; the peace committees' membership comprises of volunteers at county level and below up to the village level, end-term evaluation respondents felt that the peace committees' members are inadequately facilitated. This has hampered quick response to insecurity and peacebuilding initiatives especially in the vast counties.

Programme Efficiency

While total programme budget for the four years (2014-2018) was USD 19,525,000, the project managed to mobilise USD 11,995,531 representing 61.4% which though not optimal did not hinder programme implementation. Out of project operational budget of USD 11,995,531, over USD 8,000,000 was disbursed according to an approved activity work plan representing over 67%. The evaluation found that expenditures were based on approved activity budgets.

The final evaluation found that project activities were implemented in accordance with set objectives and budget utilisation was efficient. Further, the programme was timely; in the period 2014 to 2018 the country was experiencing heightened political environment which caused tensions across the Country. The respondents in the counties indicated that inadequate facilitation to the peace committees was a constraint to reaching the communities especially in the vast counties; arising from this some peace committee members became demoralised and had to quit along the way.

Programme Effectiveness

Overall the programme was effective; the findings indicate that the project objectives were responsive to the identified peace needs of the Country and the project design and implementation process was adequate. The project achieved its key purpose of building capacities of national institutions involved with peacebuilding in a process that involved a wide range of stakeholders. It also built capacity of peace committees at least at the county level, project staff and added significantly to the knowledge base on peacebuilding and community security in Kenya through publications and peace dialogue forums.

The project had an ingenious way of merging community needs with government mandate of maintaining security and peaceful coexistence amongst communities. Additionally, in the counties visited alternative dispute resolution (ADR) mechanism was found to be effective in managing community conflicts. However in some counties the programme did not include elders (who are largely the custodians of ADR mechanism) in their activities. In this case therefore the project utilised ADR in community conflict resolution in a reactive manner hence this limited its integration as an effective mechanism in managing community conflicts. Notably also the traditional ADR structures were found lacking inclusivity especially of women and youth.

The respondents indicated that, delay and or failure to address historical injustices for example land injustices, post-election violence and traumas resulting from various tragedies has hampered realisation of lasting solution to insecurity, peaceful coexistence and social cohesion among communities. Marginalisation was expressed in all counties in Northern Kenya, Coast region and Western Kenya. Lack of economic opportunities and unemployment for the youth was indicated as a contributor to marginalization and which is partly to blame for Violent Extremism (VE).

Programme Impact

While it is still early to assess the overall impact of PBCS programme in relation to UNDAF 2014-2018 outcome 4.2 and UNDP's Country Programme Document for Kenya 2014-2018 output 4.2.1 and 4.2.2, it can be concluded that PBCS has tangibly supported progress towards these results. Additionally, although this would not be directly attributed to PBCS, in the 12 counties where

evaluation was undertaken, the respondents indicated that there is relative peace as compared to the period before the 2017 elections and immediately after the elections.

The end-term evaluation noted that peace and harmony among communities were some of the wins from the programme especially towards 2017 general elections and immediately after; however, respondents felt that many challenges still remain in the country including tackling ethnic exclusion, inequitable distribution of resources, P/CVE, divisive elections, human rights violations and other causes of political and social instability.

Programme Monitoring and Evaluation

The programme had a proper Monitoring and Evaluation (M&E) Framework. The Programme Management and Coordination Unit (PMCU) provided reporting templates which were used by County Peace and Cohesion Coordinators (CPCCs) in reporting. Initially the reports were not of good quality however, feedback that was provided regularly led to better quality reports. During evaluation, it was noted that baseline study as well as Mid Term Evaluation were not carried out. The final evaluation would have benefitted from baseline study and mid-term evaluation which are important parts of M&E outcomes.

Delayed clearance of work plans and subsequent disbursement of funds delayed implementation of programme activities. The evaluation found gaps in the counties in that outside of the CPCCs and the peace committees, the project did not have the necessary infrastructure in place to actively respond to emerging issues, this is in cognizance of the fact that the peace committees implement a programme of this nature in the counties which ultimately affects programme outputs.

Programme Sustainability and Ownership

The programme had genuine partnership between Project Management at UNDP and NSC Peace Building and Conflict Management Directorate. UNDP and NSC exercised leadership role in decision-making related to the Project. They were also jointly and actively involved in the implementation process from the beginning until the end of the Project.

Most of the implementing partners interviewed were satisfied with engagement with the project, however some collaborating partners and communities at the grassroots felt they should have contributed more to achievement of programme objectives if they were involved earlier on in the programme design and implementation process respectively.

The end-term evaluation noted that, while national institutions and County Commissioners (CCs) and Deputy County Commissioners (DCCs) owned the project, community ownership was noted to be low. Many of the community members interviewed did not understand the existence of the project and what it meant to achieve. However, most members of the District peace committees (DPCs) interacted with the project and their ownership can be said to be good.

The sustainability of this programme can be banked at two levels; implementing partners and government. The implementing partners' have developed sufficient capacities to continue with peacebuilding and community security work. At the government level, the lessons on community-driven dispute resolution mechanisms are fundamental in sustaining peace and social cohesion. The establishment of peacebuilding directorates in a number of counties will impact positively on sustainability of the programme results.

Programme Social and Environmental Standards

Although the programme did not have interventions with direct impacts on the environment, it is worth noting that environmental issues such as drought which led to reduction in resources for example pasture and water led to escalated levels of conflict amongst communities. The programme

collaborated with other partners in ensuring environmental considerations were integrated in the programme.

Level of Achievement of Project Output Indicators

The level of achievement¹ for each of the project output indicator is as follows;

Output Indicator	Status
1.1.1 Enhanced coordination capacity of national peace architecture	Achieved
1.1.2 All the policies and legal framework adopted and implemented.	Partially Achieved
2.1.1 At least 17 County Governments with Peace & Cohesion integrated in CIDPs	Achieved
2.1.2 At least 15 county mechanisms for conflict mitigation established and operational including County fora, secretariats and early warning.	Achieved
2.1.3 At least 17 counties with operational peace secretariat	Partially Achieved
2.1.4 Framework for Conflict Early Warning engendered, upgraded, automated and functional	Partially Achieved
2.1.5 Training manuals (CPMR and NPR) adopted and utilised.	Achieved
2.2.1 Reduction in resource based conflict incidents in at least 4 bordering counties	Achieved
2.3.1 CSO networks and platforms effectively engaged in conflict research, peacebuilding, cohesion, extractive industries and community security.	Achieved
2.3.2 Thematic reports on peace, cohesion and community security produced	Achieved
2.3.3 ADR institutionalised in justice and dispute resolution system	Partially Achieved
2.4.1 300 national and county leaders empowered with skills and attitudes to transcend zero-sum and partisan politics and adopt a political culture of cooperation, partnership and inclusivity.	Achieved
2.4.2 Political parties enabled to reduce and manage violent conflicts during party nominations process.	Not achieved
2.4.3 Reduced level of violent disputes and disruptive conflicts on issues of governance, elections and representation, county boundaries, and mandates.	Partially Achieved
2.5.1 Capacity of education system as the main vehicle of cohesion building in Kenya enhanced	Achieved
2.5.2 Increased understanding on community diversity	Not Achieved
2.5.3 ADR mechanism embraced and practiced by communities in resolving disputes	Partially achieved
2.5.4 Reduced use of violence in solving intra and inter-ethnic disputes reduced	Partially achieved
2.5.5 Counties and national institutions actively comply with the recommendation of the ethnic and diversit audit	Not Achieved
3.1.1 At least 17 Counties sensitised on Human Rights; Gender mainstreaming in Peacebuilding; CVE, and Conflict Sensitive Programming	Achieved
3.1.2 Reinforced human rights data collection and documentation summary of achievements.	Achieved
3.1.3 Reinforced partnerships to prevent conflicts and human rights violations	Achieved
4.1.1 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.	Achieved
4.1.2 Promote knowledge management through publications 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, including Amani papers etc.	Achieved
5.1.1 Structured Uwiano Platform for Peace established, and capacity enhanced at national county and local levels.	Achieved
5.1.2 Conflict Early Warning and Early Response System integrated and functional (targets EWERs platforms, and security agencies responsible for responding)	Not achieved

¹ Fully achieved implies with no shortcomings; Achieved, despite very few shortcomings; Partially achieved, benefits and shortcomings finely balanced; Not achieved means extensive shortcomings

Output Indicator	Status
5.1.3 Collaborative Platforms for Political Dialogues and Mediation supported (targets political actors, electoral actors, security actors at national and sub-national levels)	Achieved
5.1.4 Conflict Sensitive Messaging and Reporting promoted (targets Media - broadcast, Print, digital - social media)	Achieved
5.1.5 Inclusion and engagement of youth, women and PLWDs in EVRIs	Partially Achieved
5.1.6 Hate speech, incitement, and negative ethnicity reduced	Partially Achieved
5.1.7 Programme management and coordination	Partially achieved

Lessons Learnt & Best Practice

The most significant lessons learnt and best practices from the interventions include:

- The alternative dispute resolution mechanism was an innovative aspect of the programme. The conflict resolution mechanism demonstrated that even groups involved in conflict can find unity of purpose based on common needs upon which they can build trust, peace and cohesion.
- Community ownership in project implementation greatly contributes to the project's success. As a best practice, involving communities in peace initiatives through barazas, social media, peace caravans and dialogue forums is critical for success of any community-driven project.
- The ability to respond to emerging issues during programme implementation is of utmost importance. Preventing and Countering Violent Extremism (P/CVE) was not at first envisioned to be undertaken under this Programme. The programme however managed to incorporate it mid-way with remarkable success.
- Putting in place incentives for the peace committees is paramount to increase motivation towards project implementation.
- Alternative dispute resolution mechanisms in community conflict resolution have been tested and proven to be effective in managing community conflicts.

Recommendations

The key recommendations include;

- Fast-track or specialised recruitment procedures are needed in order to ensure the effectiveness and timeliness of projects that are implemented during heightened political and conflict environment.
- Prodocs should contain a realistic start-up phase which includes the mobilization of resources, staffing of the project and development of implementation processes/frameworks to minimize intermissions and delays at implementation.
- Future programmes will benefit from inclusion of other components of socio-economic development and especially equitable and balanced poverty reduction as well as sustainable use of and equitable access to natural resources.
- Considering there is a reduction in funding as demonstrated by the level of funding achieved by this programme, there is need for UNDP to reach out to more funding partners in future programmes
- The capacities of the implementing partners at the grassroots are imperative. UNDP is largely viewed as a grant maker at the grassroots level and not an implementer. In this regard UNDP should continue coordinating development programme support but empower

implementing partners with widespread grassroots network to implement future programmes.

- Integrating ADR in future programmes will shift peacebuilding from a reactive to a proactive approach.
- Policy and governance issues that interrupt people's livelihoods should be addressed through specific actions. Innovative approaches to peacebuilding for example addressing historical injustices which impede peacebuilding initiatives and informed by a human rights framework have been proven to reorient government priorities towards community peace and security needs.
- Development of gender inclusion strategies in peacebuilding and community security policies and programmes will enhance effectiveness of community-driven peace initiatives.

1 INTRODUCTION

1.1 Background

1.1.1 Country Context

Kenya though largely peaceful, continues to face peace and security challenges that hinder economic



Figure 1-1: Participants of the Uasin Gishu and Kisumu Validation Forums respectively

development and which disproportionately affect marginalised areas. The key challenges which the country faces include: violent extremism (terrorism and radicalization); conflicts over natural resources (pasture, extractives and land); and political conflicts (elections and ethnicity). The country has a history of contested elections results since the entry of multiparty politics. Towards 2017 general elections there was heightened political environment. Some of the issues surrounded composition of the electoral management body- IEBC - and others originated from political mistrust. Besides the peace and community security situation around elections, the country has as mentioned above other triggers of conflict.

The constitution of Kenya 2010 ushered in devolution and with it sharing of resources to the grassroots level, however devolution also brought challenges, prime among this is the boundaries disputes between counties. Additionally, the advent of devolution brought other triggers of conflict for example heightened political competition, increased marginalization and resource-based conflicts.

1.2 Programme Description

United Nations Development Programme (UNDP) together with National Steering Committee on Peace Building and Conflict Management (NSC) implemented Deepening Foundations for Peacebuilding and Community Security Programme (PBCS) from 2014 up to 2018. The Uwiano Platform for Peace, which seeks to strengthen strategic leadership and coordination for election violence reduction, is anchored in the programme. The programme aimed at developing institutional capacities for policy formulation and implementation, deepening structures for peacebuilding, cohesion and community security and reducing community threats as well as improving response to conflicts, risks and disasters in national county development agendas. The project also aimed at contributing to nurturing peace and enhancing development opportunities in Kenya, with emphasis on enhancing prospects for cross-border cooperation and dialogue.

More specifically, it purposed to consolidate the successes of previous and ongoing interventions such as the UWIANO Platform for Peace through supporting the strengthening of national capacity for conflict prevention. The project contributed to CPD Outcome 4: Systems for community security and resilience which states that by 2018, counties and communities can anticipate, prevent and respond effectively to disasters and emergencies.

During the first three years of the programme, the focus was on setting up systems and structures as well as stakeholder consultations aimed to contribute to the development and or review of various policies. Under the programme several surveys were commissioned aimed at supporting the development of policies. Out of these efforts, Peace Policy was adopted in the National Assembly in

August 2015. Stakeholder consultations to harmonize peace and security related policies were also held. Additionally, guidelines that would establish the Local Peace Committees to align them to devolved system of government were reviewed as well as meetings aimed to assist with consensus building on national peace structures. In addition to this, there were held consultative forums aimed at building the capacities of communities on matters surrounding community policing.

In the run up to the 2017 General Election, the programme ramped up its activities in a bid to ensure a peaceful electioneering period as this was a critical component of the project under the *Uwiano* platform for peace. Most of 2016 and 2017 were politically charged with the demands that the IEBC was not credible and needed to be overhauled. The County Peace and Cohesion Coordinators were recruited in 2017 and a capacity building programme for all County Peace Committee members was rolled out in a bid to equip the members with the requisite skills necessary for them to carry the peace message during the potentially volatile election period. All these, coupled with the EWER under *uwiano* Platform for Peace, contributed towards ensuring a relatively peaceful election.

The Programme is funded by Sweden, UK Department for International Development (DFID), European Union (EU), UNDP, with counter-part funding by the Government of Kenya. The total programme budget for the four years (2014-2018) was USD 19,525,000 as provided in the signed programme document; however only USD 11,995,531 representing 61.4% was mobilised.

The programme sought to deliver the following outcomes:

- ≡ Institutional capacity development for policy formulation and implementation;
- ≡ Reduction of community security threats and improved response to conflicts, risks and disasters
- ≡ Mainstreaming of peace building, reconciliation and community security in the national and county development agenda enhanced
- ≡ Results based management, strategic partnerships and coordination at the programme level enhanced.

1.3 Purpose and Scope of Evaluation

The purpose of Deepening Foundations for Peacebuilding and Community Security Programme evaluation was three-fold. **One**, to assess the programme's progress; **two**, to examine the extent of achievement of the intended objectives and indicators as defined in the programme results framework, and **three**, to generate findings on; opportunities, challenges and lessons learnt during the project implementation process. The evaluation process was guided by the specific objectives in the Terms of Reference (ToR).

The program was scheduled to come to an end in 2018 hence UNDP commissioned an independent end term evaluation in order to:

- ≡ Review the programme Theory of Change i.e. problem addressed by the programme and the underlying assumptions.
- ≡ Review the effect of any incorrect assumptions or changes to the context to achieving the programme results as outlined in the Programme Document.
- ≡ Review the relevance of the programme strategy and assess whether it provides the most effective route towards expected/intended results.
- ≡ Assess relevance of the programme to the country context including the national and subnational development priorities (Vision 2030 and Medium-Term Plan II (MTP), County Integrated Development Plans (CIDPs), among others).

- ≡ Review decision-making processes and whether the perspectives of those who would be affected by programme decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process were considered during programme design processes.
- ≡ Assess efficiency in the utilization of programme funds including cost-effectiveness, value for money while balancing with social dimensions including gender equity and environment.
- ≡ Review the extent to which relevant human rights, gender, youth, HIV/Aids and People Living with Disabilities issues were raised and addressed by the programme.
- ≡ Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.
- ≡ Review what results are attributable to the programme and how relevant and effective was the programme to the 2017 context overall.
- ≡ Review if there were gaps/inefficiencies, are as of work that required strategies to be adjusted during implementation, and with what effect.

1.3.1 Evaluation Criteria

The Organisation for Economic Cooperation and Development (OECD), Development Assistance Committee (DAC) evaluation criteria was identified as the most suitable criteria to drive the evaluation process. Specifically, the programme was assessed in light of the five DAC evaluation components of *relevance, effectiveness, efficiency, impact and sustainability*. To add value to the process three other components were examined including; *cross-cutting issues, synergies and lessons learnt and best practices*. The Results Framework Approach (RFA) was also employed with the intent of evidencing the progress and impact made by the project in addition to existing gaps. Alive to the requirement to assess lessons learnt, best practices, and replicability, the Lessons Learnt Approach (LLA) was intertwined with the DAC evaluation criteria.

In the evaluation of the programme, the evaluation team was guided by the Results Framework which sought to;

- ≡ Assess achievements and progress made against planned results, intended and unintended, positive and negative as well as assess challenges and lessons learnt;
- ≡ Assess, to the extent possible, how the emerging issues not reflected in the programme document such as Sustainable Development Goals (SDG) may have impacted on outcomes;
- ≡ Assess effectiveness towards attainment of results and reflect on how UNDP and Government of Kenya (GoK) have contributed to the results achieved;
- ≡ Assess if broader development, human rights and gender aspects of the programme were achieved; and
- ≡ Assess quantitative and qualitative achievements against each of the programme indicators.

2 METHODOLOGY

2.1 Evaluation criteria

The end-term evaluation was guided by UNDP Programme quality criteria and UN programming principles which entails; strategy, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, sustainability and national ownership

Strategic

The extent to which the project contributed to higher level change in line with national priorities, as evidenced through sound RBM logic through the theory of change, alignment with UNDAF, UNDP Strategic Plan among other GoK guiding documents; the constitution, MTP II and III.



Figure 2-1: Participants' group photo during the launch of the Nairobi County Peace Forum in Nairobi

Effectiveness

The evaluation assessed the extent to which programme results were achieved and more so the extent to which the programme contributed to improving the quality of governance and socio-economic development in Kenya. Additionally, the evaluation assessed the extent to which the programme outcome and outputs ben achieved.

Efficiency

The assessment focused on whether the implementation mechanism was the most cost-effective way of delivering the programme. It also assessed whether the financial resources were used in the most efficient way to achieve the desired results. Further, the evaluation checked how the various UN agencies; UN Women, OHCHR and UNDP demonstrated Delivering as One (Dao) principle in the programme implementation.

Relevance

The focus here was the responsiveness of implementation mechanisms to the needs of IPs, including national and county institutions. Specifically the end-term evaluation assessed the extent to which the peacebuilding interventions were consistent with the needs of the IPs and how it served in line with the priorities set by UNDAF, CPD, MTP II, CIDP and other national sub-national policy frameworks.

Sustainability and National Ownership

The end-term evaluation assessed the extent to which the implementation mechanisms can be sustained over time and whether there are good strategies at sub-national level that can be replicated and scaled up.

Management and Monitoring

The focus was on the quality of the formulation of results at different levels, i.e. the results chain and specifically whether UNDP identified the right partners for implementation of this programme.

Social and environmental standards

The end-term evaluation sought to whether there were social and environmental impacts and risks (anticipated or unanticipated) and how they were managed and whether the management was adequate.

Impact

The end-term evaluation assessed the extent to which it is possible to assess the impact of the peacebuilding programme and especially on the understanding of the Kenya citizens on the programme and its impact as well as their participation.

2.2 Conceptual Framework

The end of programme evaluation, adopted the *reverse-engineering* variant of Results Based Management (RBM). The RBM component examined the desired results of the programme vis-a-vis



Figure 2-2: Participants of the Kitui Capacity Building Workshop on Amani Club Guidelines

the outcome indicators which formed the Change Menu. Borrowing from the latter, the evaluation worked backwards i.e. *reverse-engineering* and assessed two broad things.

One, how UNDP and GoK collaborated with stakeholders, collaborating and implementing partners towards the desired change, and **two**, how the process was monitored to ensure that the desired changes, at the output/results, outcome and impact levels, were achieved and that the programme remained on course. Focus was channeled towards the implementation and tracking of outcomes and results. Accordingly, the programme Theory of Change (ToC) was assessed which enabled back-tracking of the change(s) created by the deepening foundations for peace building and community security programme.

The Results Framework Approach focused on the *results*, and the *activities* rolled out. Instead of focusing on what the project **had done**; emphasis was on what was **achieved**. The framework for results focused on three concerns. **One**, the activities rolled out which were examined as a means to an end; rather than the achievements of the desired change, **two**, what happened including the outcomes, and **three**, the changes realised in relation to the results framework and the Most Significant Change (MSC) attributable to the programme for replication and/or upscale in future programming by UNDP.

2.3 Evaluation Approach

Evaluation Plan - Geographically, the programme evaluation was physically conducted in all the 12 counties² which were predetermined by the terms of reference. The evaluation employed both qualitative and quantitative methods. Quantitative data was collected through field surveys while

² Nairobi, Kiambu, Kitui, Kwale, Kilifi, Isiolo, Wajir, Nakuru, Narok, Uasin Gishu, Bungoma and Migori

qualitative data was collected through; Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). The evaluation tools i.e. questionnaires and interview and discussion guides were developed in consultation with UNDP and partners³ for comprehensiveness, completeness and validity.

Data Collection - Secondary data was collected through desk review of; relevant project documents particularly the programme Prodoc, various programme annual reports, project results framework, quarterly progress reports, United Nations Development Assistance Framework (UNDAF) evaluation report, work plans, NSC Newsletters, UWIANO reports, and end of project reports. Further literature and studies conducted in Kenya and various research papers on peacebuilding and community security were reviewed.

The desk research was conducted at two levels:

National level consultation: Before undertaking field visits to the selected counties, a thorough data collection exercise was conducted. The focus of this exercise was partners at the national level.

Local level consultation: The above information was then analysed to inform planning for field visits in the 12 identified counties. Prior contact was established with relevant stakeholders at the local level for setting up interviews and FGD meetings.

Primary data collection entailed application of a mixed methods approach constituting of both qualitative and quantitative approaches. These encompassed conducting, KIIs with; cluster peace coordinators in the counties, implementing partners (NSC, UN Women, OHCHR), UNDP programme staff, NSC programme staff, Staff of Swedish Embassy, DFID and EU⁴. Additionally, FGDs were held with members of peace committees and general public.

Sampling Design - The evaluation applied a combination of convenience and purposive sampling strategies in reaching out to stakeholders of interest in PBCS. To collect information from the government officers, Civil Society Organisations (CSO), implementing partners and collaborating partners in the target counties, evaluators engaged the respondents in participatory and consultative discussions. As per the TOR 12 counties had already been identified for the evaluation exercise. All the identified counties were visited.

Stakeholder Participation - The evaluation process ascertained effective stakeholder inclusivity and participation through reflection and feedback sessions with UNDP and partners from; evaluation, planning and design including development of the evaluation tools; the data collection process; to reporting with the intent of optimising the comprehensiveness and precision levels of the findings.

2.3.1 Evaluation Process

The Consultants adopted a phasing approach in undertaking the programme end-term evaluation. This constituted of four key activities each of which had independent tasks. These activities included; **one**, secondary data collection, **two**, primary data collection, **three**, analysis, triangulation of data and consolidation of findings and **four**, reporting and dissemination.

2.3.2 Evaluation Matrix

The end-term evaluation applied an evaluation matrix that allowed putting the entire evaluation exercise into a coherent perspective. The evaluation matrix captured the relevant evaluation criteria, the key questions and the specific questions in data collection tools, the data sources, data

³ PeaceNet, OHCHR, UNDP-Amkeni WaKenya

⁴ A list of interviews is provided in the appendices

collection methods and tools and any other considerations. The evaluation is included in the annexes.

2.4 Quality Assurance

In the process of end-term evaluation, quality control and quality assurance measures were put in place to ensure that the deliverables were of high quality. Quality assurance and quality control measures were integrated into the evaluation process i.e. during preparation of evaluation tools, assessment of programme design, data collection process and data analysis.

Further, quality assurance was facilitated by use of an already existing in-house framework for assessing and ensuring the quality of outputs prior to submission to UNDP. This quality assurance framework was used to self-assess the quality of evaluation outputs.

2.5 Evaluation Challenges

The evaluation team prepared a detailed overview of possible risks and challenges that the evaluation assignment could have faced in the course of its lifespan, together with a comprehensive list of ways to mitigate the risks and to address the challenges. This is especially important in the context of behavioural change that was been assessed during the evaluation.

The evaluators did not therefore encounter any major challenges during the evaluation process, mainly because UNDP informed the implementing partners of the process early enough and meetings were scheduled through a consultative process. However, in some few cases unavailability of target respondents prolonged the data collection process.

2.6 Data Analysis

The consultant conducted a combination of statistical and thematic analysis of the data for the evaluation. The KIIs and FGDs notes were transcribed and analysed to answer the objectives of the evaluation. The evaluation team analysed the data collected data into sub-themes guided by the programme outputs and indicators. Information gotten from preliminary literature review was analysed and collaborated with primary data collected.

Additionally, an in-depth review of policy documents and pieces of legislation was conducted and the link between them and programme outputs documented. The intention was to establish how the policy and legislation framework in peacebuilding contributed to achievement of desired results at the national and county levels.

3 MAIN FINDINGS

3.1 Programme Design and Management

3.1.1 Programme Concept and Design

The Programme was conceptualised in the Programme Document. This Document outlined how the programme was going to respond to UNDAF results and outcomes as well as the Kenya Country Programme Document outputs. From the onset implementing partners and collaborating partners



Figure 3-1: Tripartite Community Peace Dialogue Meeting between the Samburu, Turkana and Rendile in Sarima Loiyangalani, March 2018. The meeting of over 200 elders and political leaders discussed issues causing violent inter-ethnic conflicts

were identified which made programme implementation much easier. It came at the backdrop of a successful and relatively peaceful 2013 election period and was building

on the achievements that were made under the programme “Consolidating the Peace Process and Establishing Foundations for a Successful Political Transition in Kenya (CPP 2010-2013).” Like the previous programme, PBCS was designed to be coordinated and implemented by the Ministry of Interior and Coordination of National Government. This approach allowed ownership by the key stakeholders.

With regard to coverage, the programme was designed to cover the entire country with more focus on conflict prone counties with the aim of mitigating some of the threats to peace and security in these counties. However, outside of the CPCs, the project did not have the infrastructure in place to actively implement a programme of this nature in the counties which may have affected programme objectives. Most of the CPCs were coordinating multiple (4 on average) counties without essential equipment for example a vehicle to move around the jurisdictions under their remit. The decision to partner with National Government and have the CPCs housed at the County Commissioner’s offices was an excellent idea as it enabled UNDP and NSC cut down on overheads like rent for office space and allowed for better and more coordinated approaches to matters conflict and security.

The programme remained flexible and open to changes as implementation went on. It evolved over time (e.g. changing the grants issuance mechanism) to remain responsive to emerging issues and challenges for example preventing/counteracting violent extremism (P/CVE).

Peacebuilding and Community Security Programme was designed to have the Project Management Unit based in Nairobi at NSC. While centralised operations tend to have a positive outcome in terms of financial management, it can be detrimental for the kind of work that UNDP is doing, especially since most of the work was going on in the counties. Regardless of the fact that NSC peace structure is present in all counties, regular presence of UNDP Programme Management staff on the ground would have given more visibility to the project and enhanced effective delivery of the programme’s results. Some of the partners interviewed alluded to this and said that UNDP is very visible during the elections periods, but disappear soon after. This was further hampered by the turnover of staff that the programme experienced for its duration alongside the restructuring of UNDP offices in Nairobi. While efforts were made to remedy this, it still had a negative impact on the programme as a whole for example this may have affected institutional memory and affected

programme implementation. This issue was consequently addressed and the programme's current staff structure is conversant with the project and is knowledgeable within the structures in which they operate (conflict and governance). Introducing an improved staffing system enabled the programme to also improve in other project management aspects such as coordination among collaborating partners.

The programme was well coordinated with regular (quarterly) meetings with the donors and implementing partners. Information sharing was well done as it was timely and responsive to emerging issues and giving strategic guidance on programme implementation. However, several stakeholders alluded to a "silos" mentality both within the programme and with Government of Kenya (GoK). This led to lack of coordinated approaches to peacebuilding and cohesion work. For example, the *Amani*⁵ Clubs being run in schools should be a joint initiative between the Ministry of Interior and Coordination of National Government and the Ministry of Education. However, you find that information sharing and collaboration is very limited.

3.1.2 Programme Management- Financial Management, Reporting and Monitoring

Each of the reports (quarterly and annual) gave a breakdown of resources utilised at the point of submission of each report which gave all stakeholders a clear indication of how the resources were being utilised.

3.1.3 Programme Management Structure

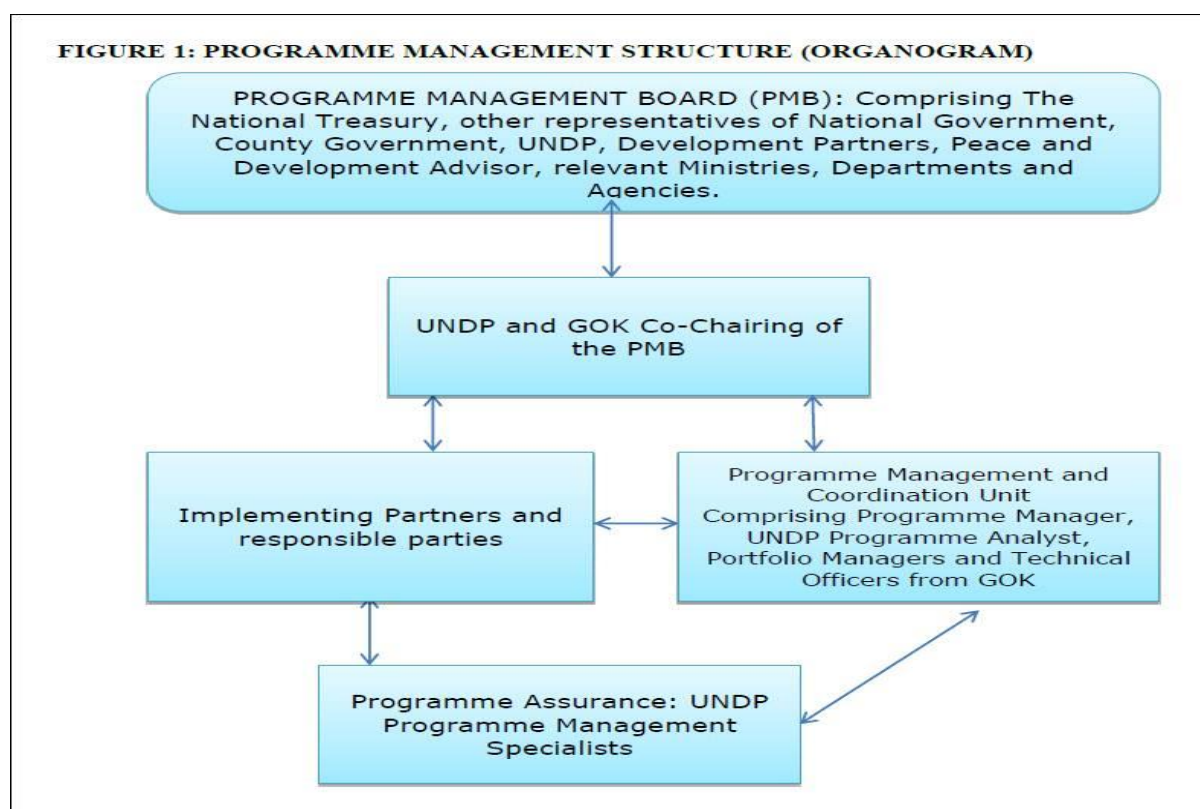


Figure 3-2: Deepening Foundations for Peace Building and Community Security Programme Organogram

⁵ *Amani* is Swahili word for Peace

The programme was housed under the Governance, Peace and Security Unit at UNDP. Some respondents considered such a management structure to be too complex with the Programme Management Board which comprises Treasury and other relevant Ministries as well as UNDP and other Development Partners at the apex. On the other hand other respondents deemed the structure to be adequate. While there are no ideal prescriptions for future programme design, the evaluation team found it will be difficult to significantly change the current structure while expecting the project's effectiveness.

The coordination was being done by both UNDP and GoK through NSC. The Programme Management Board (PMB) was tasked with reviewing the progress and giving strategic guidance on program implementation. The key staff on the project especially in the Programme Management and Coordination Unit have a wealth of experience and are recognised in the Peace and Conflict sphere meaning that coordination with other stakeholders in the sector was not difficult. Given the structure of Programme Management and Coordination Unit (PMCU) and the complex country-wide nature of the programme some respondents felt there was an element of short staffing and over working which affected the programme's implementation. Given the fact that the programme was being implemented country-wide; there were challenges with programme coordination. To address this, and In preparation for the 2017 elections, Uwiano Platform for Peace was reinvigorated and additional personnel were brought on board to enhance capacities, including the Cluster Peace and Cohesion Coordinators, Gender Analyst, Communications Specialist and Monitoring and Evaluation specialist to support Uwiano work during 2nd and 3rd year of implementation.∴.

The County Peace and Cohesion Coordinators assisted with coordination of programme activities in the counties, which was considered by some respondents as a key success of the programme mainly because it helped coordinate activities between PMCU and CPCCs. For these reasons it is important that the PMCU is properly staffed for effective programme delivery.

3.1.4 Capacity Building

Capacity Building has played a critical role in the success of the programme. There were regular capacity building initiatives for the County Peace and Cohesion Coordinators (CPCC) that has enabled them play their role more effectively. Information flow and sharing was termed as frequent and well done by the CPCC's that were interviewed. Other capacity building initiatives included through building the capacity of CSOs in election violence reduction was enhanced through the 'Strategic Communication on Peaceful Elections' (SCOPE) Project, which was implemented by UNDP's *Amkeni Wa Kenya* CSO's project. Support to 16 additional CSOs improved conflict mapping, monitoring, rapid response, data collection and reporting; enhanced collaboration with International Foundation for Electoral Systems (IFES) and ACT! (Act Change Transform) in UWIANO Technical Committee activities strengthened scenarios building and technical briefs for high level audience Country-wide; County Forums for peaceful elections and post-election cohesion building, involving national, county and non-state actors were supported.

Further to this, 3,500 national and county peace actors were trained and acquired skills on dialogue, negotiation, mediation, community peace building and women leadership in peace and security. The training increased the number of facilitators and mediators in 47 counties and community engagements. However, a gap was noted in a number of counties where most of county peace committee members only spoke of a meeting they attended in June 2017 in the run up to the elections to be trained in peace messaging. They also expressed the need for regular capacity building to enable them to enhance their skills and better serve the needs of the programme.

3.1.5 Gender Mainstreaming

This programme had clear guidelines on mainstreaming gender into all its outputs. When the County Peace Committees were being setup, there was a stipulation that not more than 2/3rds of one gender would be in the Committees. Further guidelines on inclusion of people living with disabilities (PLWD), the youth and women were adhered to in composition of the committees. This was adhered to in all the 12 counties that evaluators visited. However, more could be done to engage women in the leadership structure. For example in the counties visited it was noted that women are limited to secretarial roles in the CPCs. In an FGD in Kitui County, it was stated that when conflict occurs in the county, the women are engaged to find solutions to this conflict and the success rate of this approach is quite high.

A review of County Integrated Development Plans (CIDPs) in some counties visited indicates that the project assisted in recognition of the importance of gender issues by county governments. For many of the CIDPs, gender equality objectives are not translated to action in the CIDPs implementation plans and budgets. Despite all the awareness-raising efforts on gender equality and women's empowerment across the country over the years, the CIDPs demonstrated little inclusion of gender and substantive participation of women.

Furthermore, over 5,000 women and 6,000 men engaged in violence reduction dialogue forums in 47 counties with a focus on urban informal settlements, creating a critical mass of peace and cohesion champions countrywide. A Gender Analyst was deployed at the NSC's Situation Room to enhance gender mainstreaming in programme interventions. The analyst was seconded to the Uwiano Platform for peace and has introduced a new field – VAWIE (Violence Against Women in Election), a typology that includes a range of categorizations for electoral violence to better understand which types/forms/circumstances are unique to VAWIE and which are shared across gender. This included designing capacity building initiatives on gender mainstreaming and gender sensitive programming on peace building and conflict management.

3.1.6 Programme Monitoring and Evaluation

This evaluation found that the programme management and implementation were in line with the Programme document. Implementing partners interviewed collaborated during interviews. It was noted largely the implementing and collaborating partners were satisfied with the project management.

The programme recognised the importance of a proper Monitoring and Evaluation (M&E) Framework. The PMCU provided reporting templates which were well known to all the CPCCs as well as the timelines when various reports were expected. Feedback was provided for all reports which led to better quality reports. The Program Document provided the logical framework with the objectives and indicators in place.

Although there were regular M&E visits as per the reports reviewed it is not clear from the reports whether the M&E visits were to assess the quality of the data in the reports and determine whether the data collected informed decision making. The end-term evaluation would have benefited from baseline study coupled with Mid Term Evaluation.

3.1.7 Risk Management

Various potential risks were identified at the design phase of the project hence made mitigating them less tedious. The risks identified at onset were:

- Financial Risk- This was foreseen in advance hence when the programme faced challenges in resource mobilization, a mitigation plan was already in place that included seeking partnerships with County Governments (e.g. Nakuru County Government taking

responsibility for most of the budget for the International Peace Day celebrations) and other collaborative partners to plug the resource gap. As at 2017, UNDP had only managed to raise 61.4% of the \$19 million budget of the program. This led to a scale down on activities which impacted overall results.

- ≡ Political Risk-Through the Early Warning and Response System coupled with the State anticipating and preventing violence during the 2013 elections, UNDP worked to develop capacities of partners like NCIC and County Peace Forums to enable them to engage better and ensure peace messaging and dialogue were a recurrent theme. There has also been continuous monitoring and reporting of the political environment
- ≡ Organisational Risk- There were delays in recruitment especially for the Cluster heads but this was addressed in the second half of 2017 which enabled faster programme delivery especially in the run up to the next elections.
- ≡ Security- The presence of illegal groups, increased incidents of terror attacks and overlaps between old conflicts and political contests creating local level threats to peace and security. Electoral violence was also identified as a potential risk which was mitigated through the use of the Early Warning Early Response (EWER) mechanisms.

The programme had a comprehensive risk assessment and mitigation framework for monitoring and managing risks throughout the implementation process. Overall, some potential risks eventually materialised for example the financial risk component, whose mitigation could serve as an example of a well done risk assessment. This was important in light of possible other challenges that the project may have faced.

3.1.8 Resource Allocation and Management

The resources that have been availed for the programme were used prudently bearing in mind that only 61.4% (USD 11,995,531) of the total budget (USD 19,525,000) was raised. The Swedish Embassy, Department for International Development (DFID), European Union (EU) and UNDP funded a significant portion of the budget which was complemented by GoK Counter funding. The Program has worked within its means so as to ensure programme delivery is not compromised.

3.1.9 Human Rights Based Approach

The programme at every juncture evaluated to what extent they were realizing human rights using a human rights based approach. Capacity and awareness enhanced for over 3,000 stakeholders from 47 counties sensitised on human rights, gender, peacebuilding and conflict sensitive programming and preventing/countering violent extremism (P/CVE)

Further to this localisation of Kenya National Action Plan (KNAP) on United Nations Security Council Resolution (UNSCR) 1325 increased awareness on the role of women in peacebuilding structures. The process of developing 'KNAP' on Resolution 2250 on youth, peace and security was initiated to create a framework for youth inclusion in peacebuilding. Human rights were largely mainstreamed in all trainings; in 2018, the programme partnered with the Elections Security Arrangement Programme (ESAP) targeting 150,000 police officers. Gender, human rights and EGBV were mainstreamed to the training.

Going by trends in the past, Elections in Kenya can be highly volatile or generally peaceful. This means that there is need to constantly evaluate the elections environment to address potential drivers of conflict to mitigate any violence occurrences. The program through EWER under UWIANO kept tabs on the electoral mood in the country. The programme through NCIC worked to ensure that the message of peace reached, especially, the areas that were most likely to be volatile through the elections

3.1.10 Social and Environmental Standards

Although the programme did not have interventions with direct impacts on the environment, it is worth noting that environmental issues such as drought which led to reduction in resources e.g. pasture and water and issues around extractives led to escalated levels of conflict amongst communities. In line with UNDP Social and Environmental Standards (SES) which underpin UNDP's commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development, the programme collaborated with other partners in ensuring environmental considerations were integrated in the programme.

3.2 Achievement of Programme Results

3.2.1 Programme Outcomes and Project Objectives

While it is still early to assess the overall impact of PBCS programme in relation to UNDAF outcome 4.2 and output 4.2.1 and 4.2.2 of UNDP's Country Programme Document for Kenya 2014-2018, it can be concluded that PBCS has tangibly supported progress towards these results. The PBCS Programme contributed towards enhanced national capacity (namely that of National Steering committee (NSC), The National Cohesion and Integration Commission (NCIC), Kenya National Focal Point on

Small Arms and Light Weapons (KNFP) and other implementing partners and CSOs) for restoring the foundations for peace following reported incidents of conflict through the National Conflict Early Warning and Early Response System (NCEWERS). Together, the national institutions, implementing partners and the revamped NSC peace structures at the county, sub-county, locations and sub-locations and members of communities actively contributed to peace building, community security plans and conflict prevention needs at all levels. As a result of this process, the implementing partners were able to effectively address the pressing conflict prevention and community security issues in a number of counties.

The project supported implementation of peace architecture at the county level through establishment of county peace forums in selected counties. The peace forums were meant to enhance counties' capacities for conflict early warning, prevention and early response. This was in line with the objectives of the programme of improving responses to conflicts, risks and disasters and reducing community security threats.

In all the counties which the programme had a footprint it contributed towards strengthening of county level coordination mechanisms, preparedness, early warning and timely response

United Nations Development Assistance Framework for Kenya (UNDAF 2014-2018)

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.

Country Programme Document for Kenya (CPD 2014-2018)

Output 4.2.1

institutional capacity in place to implement and monitor gender and human rights-sensitive disaster risk management, peace building, conflict prevention and community security policies, strategies and plans

Output 4.2.2

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

Project Objectives

- Developing institutional capacities for policy formulation and implementation, strengthening structures for peace building, cohesion and community security.
- Improving response to conflicts, risks and disasters.
- Reducing community security threats
- Mainstreaming peacebuilding, cohesion, reconciliation and community security in national and county government agendas.
- Coupled with UWIANO platform for peace, strengthen strategic leadership and coordination for election violence reductions in preparation for the 2017 general elections.

to peace and community security needs. Some sub-counties in the selected counties (Kilifi, Kwale, Kisumu and Bungoma) peace grants were provided to support activities geared towards promoting community security. Through the involvement of NSC peace structure representing communities in the planning and design of peace forums, the PBCS Programme helped to nurture social cohesion and contribute to the sustainability of results achieved by the previous programme “Consolidating the Peace Process and Establishing Foundations for Successful Political Transition in Kenya, 20110-2013”.

Through bringing community members together on a frequent basis through a participatory planning process the PBCS Programme was able to sustain dialogue and mainstream peacebuilding, cohesion, reconciliation and community security in national and county government agendas. In all the counties visited, it was found there are deliberate efforts both at the national and county governments’ institutions to improve response to conflicts, risks and disasters. Some counties like Wajir and Isiolo have established peace directorates with funds set aside for promoting cohesion and peace between Communities through the various peace dividends projects. In Kwale County for example, where violent extremism (VE) has strained the relationship between communities and security agencies, the District Peace Committees (DPC) brought the VE returnees together with security agencies through sports like football and through this participation in activities and mutual exposure, the relationship has improved. However overall in the counties visited public mistrust in security agencies still exists.

In line with the Project’s objectives, many activities aimed to support social cohesion, conflict mitigation and community ownership were undertaken based on the situation in each of the target counties. Activities included conflict resolution trainings, sensitizing communities on border issues through media, town halls and *barazas*⁶, peace caravans, and peace forums all of which led to improved social cohesion. It was also evident from interviews with peace coordinators that a number of peace caravans directly helped to address tensions amongst neighboring communities. For example, tensions between communities living across the border of Isiolo and Meru Counties, communities living in Wajir west and Wajir north, Cheptais in Bungoma County, Kiambu and Narok Counties among others. The tensions between these communities are largely related to boundaries, differences in livelihood needs (for example pastoralists versus farmers) and sharing of scarce resources like water and pasture. In other communities such as Wajir, Garissa, Isiolo and Mandera, where pasture and watering grounds are constant source of tension amongst different communities, use of District Peace Committees (DPCs) in reaching out to the communities was an effective way to mitigate conflicts. However, lack of proper facilitation to the DPCs was found to be a constraint to reaching the communities especially in the vast counties. Regardless of the fact that peace committees are volunteers, in all the counties facilitation was found wanting and, in many cases, hampered the effectiveness of their response.

In line with the programme objective to strengthen strategic leadership and coordination for election violence reductions in preparation for the 2017 general elections, UWIANO in collaboration with the programme conducted regular risks assessments in 33 counties and this was complemented by assessments in the remaining counties that were supported by DFID funded *Jamii Thabiti* Programme. Focus group discussions conducted in Kilifi and Kwale Counties indicated that the risk assessments brought to the fore the political situation and the tensions amongst communities due to heightened political activities towards 2017 general election. These assessments were useful working tool for peace committees in engaging the communities prior to the election.

⁶ *Baraza is a gathering convened by a local administrator mostly Chiefs or assistant chiefs*

As a result of the increased interaction between peace committees, the programme and other peace actors in peacebuilding and conflict prevention, it can be concluded that the Project played a key role in reducing community tensions and in supporting community preparedness to address conflicts and in fostering community security.

3.2.2 Project Outputs

The Project made significant progress in the achievement of Output 1.1 and a measurable change occurred in the capacity of institutions charged with peacebuilding and conflict prevention at the national level and at least the district peace committees at sub-county levels. Capacity building of DPCs members of led to improved coordination and linkages between peace structures and other stakeholders. Bringing of peace actors together generated synergy and led to better coordination of peace projects. In Wajir County peace actors such as Wajir Peace Development Agency, *Nyumba Kumi*, and Community Elders under the *Maslaha* system (ADR) have pulled their efforts together to manage the problem of violent extremism which has changed the peace dynamics in all the northern counties; the model has been used in 21 districts in Arid and Semi-Arid Lands (ASAL) with significant results. However, there is still the need to institutionalize peacebuilding and bring in the youth who would take the process forward. Although the capacity of peace committees at the county and sub-county level is rated as fair, the same cannot be said of the committees at the ward and lower levels.

The Peace Caravans organised by the Council of Governors in partnership with UWIANO achieved the purpose of sensitizing public on devolution and anchored electoral violence prevention to devolution agenda to mitigate local conflicts and inculcate community ownership of peace agendas. It was clear from the interviews conducted at the county level that through the programme, harmony and collaboration between the various peace structures, actors and stakeholders was achieved. However, in some counties resistance to peacebuilding interventions were noted. The leaders in these counties felt peacebuilding and community security which is a national government function is competing for resources with the counties.

In assessing achievement of this output, the evaluator examined various UNDP reports and primary data sources from the counties that provided evidence of changes in the capacity of institutions mandated with peace and security. The second indicator (All the policies and legal frameworks adopted and implemented), the development and review of guidelines for peace structures and publishing of Sessional Paper No. 5 of 2014 and dissemination thereof speaks to this indicator. The development of KNFP strategic plan for period 2017-2022, review of NCIC strategic plan and drafting of NSC 2018-2022 strategic plan are some achievements used to measure progress made against this output.

Project Output 1.1

Project 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:

- Enhanced coordination capacity of national peace architecture
- All the policies and legal framework adopted and implemented.

Project Output 2.1

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

Indicators:

- At least 17 County Governments with Peace & Cohesion integrated in CIDPs
- At least 15 county mechanisms for conflict mitigation established and operational including County fora, secretariats and early warning.
- At least 17 counties with operational peace secretariat
- Framework for Conflict Early Warning engendered, upgraded, automated and functional
- Training manuals (CPMR and NPR) adopted and utilised.

In accordance with Output 2.1, members of DPCs responded that their skill sets has significantly increased and they felt that they had sufficient training to continue conducting peace forums, however the same cannot be said of local peace committees who did not have a chance to attend the capacity building sessions organised due to distance and lack of facilitation.

Programme progress reports indicate that 21 counties integrated peace agendas in development of County Integrated Development Plans (CIDPs). Further peace secretariats were established in 11 counties, the programme targeted 17 counties operational secretariats as an indicator of output 2.1. The findings of the PBCS Programme relating to establishment of mechanisms for conflict mitigation including County fora, secretariats and early warning systems was another important indicator for assessing the coordination and preparedness of national and county institutions to respond in a timely manner to community security and peace needs. The finding during interviews with community members conducted during the evaluation process is that although peace secretariats have been set up, they are not resourced to timely respond to community security needs.

The significant achievement linked with Output 2.2 is the decrease of conflicts over water and pasture in Isiolo, Wajir, Kitui, Garissa and Mandela Counties both cross-border and between communities within a county. Interviews conducted with peace coordinators and DPCs confirms that apart from better managing conflicts within and across the ASAL areas, arising out of capacities build by the PBCS among efforts by other peace actors, management of cross-border conflicts with Uganda, Ethiopia and South Sudan has improved; instances of territorial disputes and conflict over cross-border resources have reduced.

The community elders interviewed in Isiolo and Wajir further confirmed that access and control of communal resources is better handled. Based on the above findings, it can be concluded that through building institutional capacities to address conflicts in ASALs counties, the capacity of peace actors whether DPCs or CSOs has significantly increased which has directly led to reduced incidents of conflicts over resources. Although these efforts cannot be wholly attributed to the PBCS Programme, the programme played a great role.

In line with Output 2.3, the Project achieved important results in bringing together CSO networks and peace forums to address peacebuilding and community security in a coordinated and participatory resistance to peacebuilding manner. In measuring the attainment of results and in line with the Project indicators, the evaluators considered the reports from FGDs and KIIs conducted as well reports generated by the programme. Reports on peace, cohesion and community

Project Output 2.2

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

Indicators:

- Reduction in resource based conflict incidents in at least 4 bordering counties

Project Output 2.3

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

Indicators:

- CSO networks and platforms effectively engaged in conflict research, peacebuilding, cohesion, extractive industries and community security.
- Thematic reports on peace, cohesion and community security produced
- ADR institutionalised in justice and dispute resolution system

Project Output 2.4

National and county level leadership capacities for collaboration and dialogue strengthened

Indicators:

- 300 national and county leaders empowered with skills and attitudes to transcend zero-sum and partisan politics and adopt a political culture of cooperation, partnership and inclusivity.
- Political parties enabled to reduce and manage violent conflicts during party nominations process.
- Reduced level of violent disputes and disruptive conflicts on issues of governance, elections and representation, county boundaries, and mandates.

security were produced in collaboration with CSOs and Uwiano technical Committees. All the cluster peace coordinators interviewed indicated that they produced reports on the state of community security and peacebuilding which were used to inform various interventions.

Community members who participated in various FGDs indicated that overall the governments (both national and counties) had one time or the other organised forums to sensitize communities on need to live in peace and harmony with neighbours and use of ADR to resolve conflicts. Although it may not be directly attributed to the programme, based on data from the project reports the Judiciary has adopted alternative dispute resolution (ADR) in the management of land and environment disputes. The role of religious leaders and community elders in promoting ADR was enhanced in counties, this was evident in some of the counties visited; Isiolo, Wajir and Bungoma. However, DPCs in Kilifi and Kwale felt that the contribution of Kaya elders in ADR has not been institutionalised into justice system.

While it is difficult to assess the level of satisfaction of communities with ADR, based on the programme reports support to Inter-Religious Council of Kenya (IRCK), Partnerships for Peace and Security (PfPS), Peace and Development Network (PeaceNet), Agency for Cooperation in Research and Development (ACORD) and partnership with *Jamii Thabiti* enhanced the role of religious leaders in political dialogue and violence reduction interventions in the counties. In the whole, this support reduced the level of conflicts before and after 2017 elections. A case in point is PeaceNet efforts in preventing violent extremism in Mombasa, Garissa and Nairobi Counties. PeaceNet also built capacity of communities in counties with mining activities for example in Kwale and Turkana to address conflict related to extractives. The funds to CSOs and other partners came in late towards elections and therefore dialogues were initiated late as well.

On Output 2.5 the project partially achieved promotion of national unity, reconciliation and social cohesion. Although efforts were made to promote reconciliation at national and county levels through actors such as NCIC and religious leaders on issues of cohesion building, ADR, ethnic and diversity audits, *Amani* peace clubs, efforts to mitigate hate speech, incitement, and negative

Project Output 2.5

National unity, reconciliation, cohesion, resilience and integration promoted at national and county levels (NCIC)

Indicators:

- Capacity of education system as the main vehicle of cohesion building in Kenya enhanced
- Increased understanding on community diversity
- ADR mechanism embraced and practiced by communities in resolving disputes
- Reduced use of violence in solving intra and inter-ethnic disputes reduced
- Counties and national institutions actively comply with the recommendation of the ethnic and diversity audit

Project 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

Indicator:

- At least 17 counties sensitised on Human Rights; Gender mainstreaming in Peacebuilding; CVE, and Conflict Sensitive Programming

Project Output 3.2

Reinforced human rights data collection and documentation (OHCHR)

Indicator:

- Reinforced human rights data collection and documentation summary of achievements.

Project Output 3.3

Reinforced human rights data collection and documentation (OHCHR)

Indicator:

- Reinforced partnerships to prevent conflicts and human rights violations

ethnicity the findings of this evaluation is that animosity and state of “cold peace⁷” characterize communities visited. Largely in all the counties, communities are still divided along tribal lines and political affiliations. The feeling of being marginalised was clearly noted in all counties in Northern Kenya, Coast region and Western Kenya. Lack of economic opportunities and unemployment for the youth has largely contributed to marginalization.

However, the programme did a lot of work in operationalizing integration of cohesion and reconciliation in the education sector and monitored operation of *Amani* clubs in institutions of learning. Programme reports indicate that peace clubs in 1,000 learning institutions were supported. Further youth participation in peaceful electoral and constitutional processes was promoted in 10 Universities. While it is difficult to assess the immediate effect of these interventions in promoting peace, considering that peacebuilding is additive, the long term impact on national unity, cohesion and integration is given to be positive.

While signing of peace accords for example the *Mabanga* Peace Accord returned normalcy in Bungoma and Trans-Nzoia Counties after a reign of terror by the Sabaot Land Defense Force who killed, raped and destroyed property, FGD conducted in Cheptais with PWDs and widows indicated high levels of trauma, fear of recurrence of violence, tribal animosity among the neighboring communities of the Luhya, the Sabaot and the Teso. The minority communities still feel they are left out of decision making by the respective by the counties and that resources are only shared by the majority. Unresolved land issues and politically initiated hatred have not improved the situation. Other accords for example Nandi-Kisumu Peace Pact and Sportsman’s Arms Peace Agreement also led to increased understanding on community diversity and embracing ADR mechanisms, in dealing with boundary disputes and resource-based conflicts. These findings were further collaborated during the evaluator’s visit to various communities spread across the 11 counties.

The programme collaborated with Office of the United Nations High Commissioner for Human Rights (OHCHR) in implementing output 3.1, 3.2 and 3.3. Findings indicate that the programme achieved significant results in building capacity of three human rights institutions in filing of reports on excessive use of force, documentation of threats, harassment and attacks against journalist which enhanced accountability of duty bearers.

Additionally, over 3,000 stakeholders from all the 47 counties were sensitised on human rights, gender, peacebuilding and conflict sensitive programming and preventing/counteracting violent extremism. These sessions enhanced awareness and community participation in preventing violence and extremism.

In partnership with National Gender and Equality Commission (NGEC), and UN Women, the programme enhanced awareness of gender issues in peace and security. However the programme would have benefited more if OHCHR was brought on board at an earlier stage.

Through the programme a link between peace actors and human rights actors was created. Additionally key stakeholders like Kenya National Commission on Human Rights (KNCHR) were brought on board and a working sub-committee on peace was created at Kenya National Bureau of Statistics (KNBS). Through collaboration with OHCHR several Non-governmental Organisations (NGOs) were trained on how to create credible reports if violence breaks. Kisumu County when tension between community and the security agencies was heightened enabled documenting of credible reports and also gave IPOA a soft landing. The network created was regularly informed of the happenings during and after the 2017 elections. In line with Outputs 3.1, 3.2 and 3.3, the Project achieved important results in reinforcing partnerships to prevent conflicts and human rights

⁷ Unstable peace

violations in a participatory manner. In measuring the attainment of results and in line with these outputs indicators, the evaluator opines that the programme fully achieved the targets set.

The programme recruited and deployed monitoring and evaluation (M&E) to strengthen institutional capacity and monitor programme activities, expenditures and progress towards achieving the outputs. Additionally, according to programme reports, joint M&E missions were conducted in six counties after elections. These missions produced reports in line with project output 4.1. Further at least 3 training workshops on results-based reporting achieved the objective of capacitating implementing partners on reporting and programme management.

The programme managed to convene dialogue sessions and round table conferences with stakeholders as part of promoting knowledge management. Additionally, this end of programme evaluation will contribute to organizational learning and generate knowledge for development effectiveness.

In general, the programme reports indicate that 5 PSC meetings, 8 Uwiano Technical Committee meetings and 3 Partners meetings, programme review visits by UNDP to IPs and several UNDAF coordination and implementation meetings were held. The meetings achieved the purpose of checking the implementation process, resource mobilization and review of plans, analysis of political environment which largely informed coordinated response.

Whereas efforts in bringing national actors for regular meetings are laudable the same cannot be said about the county level peace actors, the various partners interviewed at this level indicated that the meetings and roundtable sessions were few and not properly coordinated. Where such sessions were held some partners were never informed. The choice of locations for these meetings did not consider centrality of programme implementation areas and some counties like Kilifi and Nakuru hosted most of the conferences.

The programme performed well in upscaling partnerships with CSOs mainly through *Amkeni Wakenya* grassroots activities. Universities and youth groups were brought on board as well as local NGOs. In the whole this enhanced partnerships and improved coordination of conflict early warning and early response system at county levels. In line with project output 5.0, mapping of stakeholders at national and county levels

Project Output 4.1

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

Indicator:

- 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.
- Promote knowledge management through publications 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, including Amani papers etc.

Project Output 5.0

Coordination and leadership for Electoral Violence Reduction Initiatives (EVRI) enhanced

Indicator:

- Structured Uwiano Platform for Peace established, and capacity enhanced at national county and local levels.
- Conflict Early Warning and Early Response System integrated and functional (targets EWERs platforms, and security agencies responsible for responding)
- Collaborative Platforms for Political Dialogues and Mediation supported (targets political actors, electoral actors, security actors at national and sub-national levels)
- Conflict Sensitive Messaging and Reporting promoted (targets Media - broadcast, Print, digital - social media)
- Inclusion and engagement of youth, women and PLWDs in EVRIs
- Hate speech, incitement, and negative ethnicity reduced
- Programme management and coordination

enhanced information gathering and effectiveness of information sharing.

On its part Uwiano initiated dialogue with newly elected leaders at county levels to inculcate the need for including peace agendas in CIDPs. Further Uwiano Platform 2016-2017 strategy was finalised and launched at Devolution Conference in early 2017. Uwiano also developed a concept note to support programme interventions beyond electioneering period and response to post-election reconciliation and cohesion. Programme reports indicate that 15 County dialogue forums were conducted by the Uwiano partners to share experiences and lessons learnt from the elections.

As previously discussed in the programme outcomes section, through the engagement of various stakeholders in peacebuilding in designing, implementing a host of activities helped to reduce tensions and promote community cohesion.

3.2.3 Overall Evaluation of Project Output Indicators

The programme key result areas were organised around 9 outputs with output indicators for each of the outputs. In line with the foregoing narrative on each of the programme outputs, the table below shows a summary of the level of achievement for each of the project output indicator. A detailed table has been provided in the annexes indicating the justification for the level of achievement of each output and its indicators.

Table 3-1: Level of Achievement⁸ of Project Output Indicators

Output Indicator	Status
1.1.1 Enhanced coordination capacity of national peace architecture	Achieved
1.1.2 All the policies and legal framework adopted and implemented.	Partially Achieved
2.1.1 At least 17 County Governments with Peace & Cohesion integrated in CIDPs	Achieved
2.1.2 At least 15 county mechanisms for conflict mitigation established and operational including County fora, secretariats and early warning.	Achieved
2.1.3 At least 17 counties with operational peace secretariat	Partially Achieved
2.1.4 Framework for Conflict Early Warning engendered, upgraded, automated and functional	Partially Achieved
2.1.5 Training manuals (CPMR and NPR) adopted and utilised.	Achieved
2.2.1 Reduction in resource based conflict incidents in at least 4 bordering counties	Achieved
2.3.1 CSO networks and platforms effectively engaged in conflict research, peacebuilding, cohesion, extractive industries and community security.	Achieved
2.3.2 Thematic reports on peace, cohesion and community security produced	Achieved
2.3.3 ADR institutionalised in justice and dispute resolution system	Partially Achieved
2.4.1 300 national and county leaders empowered with skills and attitudes to transcend zero-sum and partisan politics and adopt a political culture of cooperation, partnership and inclusivity.	Achieved
2.4.2 Political parties enabled to reduce and manage violent conflicts during party nominations process.	Not achieved
2.4.3 Reduced level of violent disputes and disruptive conflicts on issues of governance, elections and representation, county boundaries, and mandates.	Partially Achieved
2.5.1 Capacity of education system as the main vehicle of cohesion building in Kenya enhanced	Achieved
2.5.2 Increased understanding on community diversity	Not Achieved
2.5.3 ADR mechanism embraced and practiced by communities in resolving disputes	Partially achieved
2.5.4 Reduced use of violence in solving intra and inter-ethnic disputes reduced	Partially achieved

⁸ Fully achieved implies with no shortcomings; Achieved, despite very few shortcomings; Partially achieved, benefits and shortcomings finely balanced; Not achieved means extensive shortcomings

Output Indicator	Status
2.5.5 Counties and national institutions actively comply with the recommendation of the ethnic and diversity audit	Not Achieved
3.1.1 At least 17 Counties sensitised on Human Rights; Gender mainstreaming in Peacebuilding; CVE, and Conflict Sensitive Programming	Achieved
3.1.2 Reinforced human rights data collection and documentation summary of achievements.	Achieved
3.1.3 Reinforced partnerships to prevent conflicts and human rights violations	Achieved
4.1.1 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.	Achieved
4.1.2 Promote knowledge management through publications 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, including Amani papers etc.	Achieved
5.1.1 Structured Uwiano Platform for Peace established, and capacity enhanced at national county and local levels.	Achieved
5.1.2 Conflict Early Warning and Early Response System integrated and functional (targets EWERs platforms, and security agencies responsible for responding)	Not achieved
5.1.3 Collaborative Platforms for Political Dialogues and Mediation supported (targets political actors, electoral actors, security actors at national and sub-national levels)	Achieved
5.1.4 Conflict Sensitive Messaging and Reporting promoted (targets Media - broadcast, Print, digital - social media)	Achieved
5.1.5 Inclusion and engagement of youth, women and PLWDs in EVRIs	Partially Achieved
5.1.6 Hate speech, incitement, and negative ethnicity reduced	Partially Achieved
5.1.7 Programme management and coordination	Partially achieved

3.3 Stakeholder Participation and Partnership

Throughout the design and implementation of deepening foundations for peacebuilding and community security in Kenya 2014-2018 programme, there was genuine partnership between Project Management at UNDP and NSC Peace Building and Conflict Management Directorate. UNDP and NSC exercised leadership role in decision-making related to the Project. They were also jointly and actively involved in the implementation process from the beginning until the end of the Project.

The donor community including, Swedish Embassy, EU and DFID were actively involved in the project either at design or implementation stages. Relevant National government institutions for example Ministry of Interior and Coordination of National Government and its agencies; NSC, NCIC and Kenya National Focal Point on Small Arms and Light Weapons (KNFP); Non-state actors including PeaceNet, Agency for Cooperation in Research and Development (ACORD), Partnership for Peace and Security (PfPS) and Security Research and Information Centre (SRIC) and UN agencies including Office of the United Nations High Commissioner for Human Rights (OHCHR) and UN Women were also involved in implementation process. National Drought Management Authority (NDMA) however was not involved in the project implementation although they appeared in project reports initially.

Other partners under the UWIANO Platform for Peace (UN Women, Office of the Registrar of Political Parties (ORPP), Independent Electoral and Boundaries Commission (IEBC), Council of Governors (CoG), Kenya Private Sector Alliance (KEPSA), Media Council of Kenya (MCK), National Police Service (NPS) were actively involved in the programme. Some of the stakeholders that the evaluators met felt that their involvement was minimal although they have large constituency ideal

for dialogue on peacebuilding projects. The findings of this study are that members of communities and the peace committees felt they were not actively involved in the planning, design and in implementation of the project. However, close collaboration was established between cluster peace coordinators and the various peace actors and NGOs at grassroots level. This is so especially on training and support to build capacity of peace actors to address peace and security issues.

The extensive use of community peace infrastructure in implementing the programme and partnerships with local Non-Governmental Organizations (NGOs) directly or indirectly contributed towards the sustained results of the programme at the grassroots level. The various peace actors in the counties were a useful complement to the project. However, the fact that NSC peace building and conflict management directorate is at the national level in Nairobi; the process of directly engaging the communities was slow which largely could be the cause of low visibility of the project among community members.

3.4 Relevance of Programme Design

The feeling of some implementing and some collaborating partners was that the programme was heavy and broad in terms of geographical coverage and the number of result areas and the financial and human resources were limited. Some respondents in the counties felt that the programme should have been implemented directly by UNDP while national implementing and collaborating partners were fine with the current arrangement. Further;

- ≡ Through engagements with the counties under this programme, some counties have successfully managed to integrate Peace Building in their CiDPs and as a result have Peace Directorates that are fully staffed and operational. This has happened in some counties visited for example Baringo, Turkana, Isiolo, Wajir and West Pokot. The way that UNDP designed the programme allowed for Government to take ownership as the programme coordination was done by the National Steering Committee on Peace Building and Conflict Mitigation that is based at the Ministry of Interior and Coordination of National Government. Further to this, the counties are also taking ownership of the Peace Building Processes. For example, Nakuru County Government funded a huge component of the budget for the International Peace Day celebrations. This is an indicator of goodwill and appreciation of the importance of peace building. Further to this, lack of a clear framework on how Security and Peace matters can be handled between the National Government and County Government has limited the success of this programme.
- ≡ Implementing Partners faced delays in receiving their grants due to the challenges in disbursement; this affected the implementation of their work and meant that the time they had to respond to emerging issues which they could have addressed as they emerged. The peace environment in Kenya is very dynamic and fluid and is largely pegged on the political environment. One utterance from a Politician can dramatically alter the peace environment in Kenya. The results framework provides for measuring how gender responsive and human rights-based laws, policies and institutional frameworks are.

Our opinion based on the evaluation findings is that the programme activities, and implementation approach and the outcomes are relevant. We note that the project was aligned to **United Nations Development Assistance Framework for Kenya and the UNDP Country Programme Document for Kenya 2014-2018**. The programme has demonstrated **that peace and social cohesion among communities is feasible**. Social cohesion and reduction in community conflicts which has severely affected many livelihoods could be realised if the project is scaled up and replicated in the country and other post-conflict countries.

3.5 Programme Effectiveness

The programme contributed to improving the quality of governance and socio-economic development in Kenya. It also created strong partnerships within the implementing and collaborating partners in peacebuilding in Kenya. The Uwiano platform for peace for example did a lot of work in strengthening strategic leadership and coordination for election violence reductions in preparation for the 2017 general elections. Additionally it is our opinion that the following can be said about the programme;

- ≡ Due to systems put in place like the Early Warning Systems that sent information to the Situation Room during the 2017 elections, the elections were termed as largely peaceful as the police and other respondents could act on the information that was coming in real time from the counties.
- ≡ The Early Warning System used a Short Message Service (SMS) platform; however new media and technology was preferred e.g. Whatsapp and Twitter. Regular meetings and briefings on programme implementation alongside a good reporting framework made relationship and alliance building easier due to the frequent interactions. Such relationships are critical especially when programme implementation faces challenges and these relationships can be used to unlock some of these.
- ≡ The adoption of the Peace Policy is yet to take place even though a working draft is in place; a lot of work has gone into this and it is hoped that in the next phase of the programme, there will be concerted efforts to ensure that the policy is passed.
- ≡ The programme design did not allow for frequent interactions between implementing partners hence there was a feeling that work happened in “silos.”
- ≡ The change in leadership at the Ministry of Interior and Coordination of National Government affected the implementation of the project as interests vary from leader to leader. Related to this change, the overall CSOs component was weak due to lack of funding to support activities and the shrinkage of political space which hampered progress.
- ≡ There was little direct engagement with the County Government structures on peace building hence getting their buy in was difficult. However, counties like Turkana and Wajir have set up peace directorates.
- ≡ UNDP experienced high staff turnover on the Project hence institutional memory was affected and indirectly affected the implementation

3.6 Programme Efficiency

The evaluators tested the efficiency of the programme by looking at whether implementation mechanism was cost-effective and how cost-minimizing strategies were encouraged. In arriving at this, the evaluation team conducted interviews with all the key funding partners. There was consensus that the failure to raise the full programme budget could have been contributed by shrinkage in donor funding globally and/or funding other programmes other than peacebuilding and community security. Additionally;

- ≡ The programme was designed to cover both the national and county levels with the aim of developing institutional capacities for policy formulation and deepening structures for peace building, cohesion and community security. The National Steering Committee for Peacebuilding and Conflict Management Secretariat provided general coordination and management for programme execution. This was an indicator of buy in from the National Government and enabled them take ownership of the programme and run it well.
- ≡ There has been a deliberate effort to ensure that the National Administration structures in the counties are actively involved in the programme (County Commissioners etc.) and are

hosting the County Peace Committee meetings at their offices. This ensured efficient and timely information sharing and communication between the Programme team in the field (Cluster Peace and Cohesion Coordinators and the National Administration officials) and those at NSC.

- ≡ There has been good guidance from UNDP and NSC on the development of proposals by Grantees however the approval of the grants took longer than it should have hence delayed implementation of grantees' activities meaning delays in achieving outcomes and the overall goal.
- ≡ There was value for money in the program implementation approach- operational costs e.g. renting office space etc. for the Cluster Peace and Cohesion Coordinators were almost zero as they were housed at the County Commissioner's offices. The evaluation noted this as a cost-minimising strategy.
- ≡ Further on cost-minimising strategy, the evaluators noted that most engagements/meetings with the County Peace Forums are held at the County Commissioners' offices hence there was no need to procure hotels for meetings meaning the funds available could go further in other aspects of programming e.g. designing the early warning system designed by UWIANO during the 2017 elections.
- ≡ The initial design of the programme was that the Government of Kenya would be tasked with giving out grants to the implementing partners; however, the Public Finance architecture in Kenya does not provide a framework within which GoK can give out grants to stakeholders outside of government. It took three and a half years (up to mid-2017) to sort this out and eventually have UNDP give out the grants. This led to serious delays in implementation.
- ≡ The reporting framework is adequate and detailed enough that everyone knows when reports are due in and what format they should be in.
- ≡ There has been integration of Human Rights, Gender and Children in the program implementation. Input from UN Women and OHCHR were key during implementation in ensuring that aspects of gender and youth were streamlined hence ensuring "Delivering as One" happened in this project. For example, in the setting up of the County Peace Forums, there was a requirement that not more than 2/3rds of one gender were in the Forums and that each of them has one youth and one person living with disabilities. The programme tapped into and utilised expertise available within the UN system and specifically resources provided by UN Women and OHCHR.
- ≡ However, it is worth noting that OHCHR was involved later after the design phase, largely at implementation.

While total programme budget for the four years (2014-2018) was USD 19,525,000, the project managed to mobilise USD 11,995,531 representing 61.4% which though not optimal did not hinder programme implementation. At the time of evaluation, out of project operational budget of USD 11,995,531, over USD 8,000,000 had been disbursed according to an approved activity work plan representing over 67% utilisation. The evaluation further found that expenditures were based on approved activity budgets.

The final evaluation found that project activities were implemented in accordance with set objectives and budget utilisation was efficient. Further, the programme was timely; at the time (2014 to 2018) the country was experiencing heightened political environment which caused tensions across the Country. The respondents in the counties indicated that inadequate facilitation to the peace committees was a constraint to reaching the communities especially in the vast counties; arising from this some peace committee members became demoralised and had to quit along the way.

3.7 Programme Impact

The project's primary objectives were to develop institutional capacities for policy formulation and implementation, strengthening structures for peace building, cohesion and community security, improve response to conflicts, risks and disasters, reduce community security threats and mainstream peacebuilding, cohesion, reconciliation and community security in national and county government agendas. Further under the UWIANO platform for peace, strengthen strategic leadership and coordination for election violence reductions in preparation for the 2017 general elections. The project target outcomes were to build community security, peace and social cohesion and resilience. To enable counties and communities anticipate, prevent and respond effectively to disasters and emergencies, capacitate institutions to implement and monitor gender and human rights-sensitive disaster risk management, peace building, conflict prevention and community security policies, strategies and plans and to have coordination mechanisms, preparedness, early warning and timely response and recovery systems operational at national, county and community levels. In light of the above, impact was realised in the following areas;

3.7.1 Increased Social Cohesion

Peace and harmony among communities were some of the wins from the project especially towards 2017 general elections; however, many challenges still remain in the country including tackling ethnic exclusion, inequitable distribution of resources, P/CVE, divisive elections, human rights violations and other causes of political and social instability. Working together to achieve a common goal became a game changer that allowed people from diverse ethnicities and religions have peaceful coexistence. Through use of community structures –the peace committees- led to a better understanding amongst communities of peace and security needs. This awareness led to reduced hatred and animosity and increased social cohesion among communities living within a county, across counties and even in counties that share boundaries with other countries. Other factors that built into social cohesion include the alternative dispute resolution mechanism, *Amani* clubs and peace caravans, clear communication channels and participatory methods used in project implementation. All these built onto deepening foundations for peace, social building blocks of common values, civic order, democratic participation and a sense of belonging.

3.7.2 Project Replicability

This project had an ingenious way of merging community needs with government mandate of maintaining security and peaceful coexistence amongst communities. This community-driven peacebuilding approach through the peace committees is a win-win model that strengthens social capital, builds onto social cohesion and leads to maintenance of law and order in the society. The project lead partners (UNDP, NSC and NCIC) have several reasons to make the project replicable in the whole country. One, the capacity of the national institutions mandate with peacebuilding and conflict management has improved. This capacity could be used to continue similar initiatives all over the country as a way of sustaining the peace Infrastructure which will continue to help development of national capacity to effectively manage potentially violent conflicts at all levels of society.

Three, the existence of the peace committees' conflict resolution mechanism right from the grassroots to the county and NSC levels present an infrastructure that can be utilised continually in all future peacebuilding and community security projects to mediate electoral conflicts and reduce incidences of political incitements and hate speech.

Other conflict prone areas in the country and which the project did not cover can also replicate the project using the lessons learnt and best practices. Key of these comprises participatory approaches in project design and implementation, inclusion of women and the most-at-risk population, and establishment of alternative dispute resolution mechanisms.

3.8 Sustainability and Ownership

3.8.1 Ownership

During programme implementation, all partners at the national level demonstrated a commendable level of ownership. The National Treasury on behalf of the government co-signed the Prodoc, while the ministry of interior and coordination of national government through NSC took full responsibility for managing the peace structures. The National government officers at the counties (County Commissioners, Deputy County Commissioners and Assistant County Commissioners) supported the cluster peace coordinators and were in charge and to move forward with implementation of the project forward.

While national institutions and county commissioners and staff under them owned the project, community ownership over the project was noted to be low. Many of the community members interviewed did not understand the existence of the project and what it meant to achieve. However, most members of the DPCs interacted with the project and their ownership can be said to be fair. According to some of the DPC members interviewed, it was because of this misunderstanding that community members were reluctant to contribute money to support the ongoing maintenance of facilities, instead, viewing this as the responsibility of the Government.

3.8.2 Sustainability

The sustainability of this project can be banked at two levels; implementing partners and government. At the implementing partners' level, they have developed sufficient capacity and skills to continue with peacebuilding and community security work. The IPs are empowered to continue with community sensitization on need for peaceful coexistence. Civil society networks and platforms were oriented to effectively engage in conflict research, peacebuilding, and cohesion and community security. At the government level, the lessons on community-driven dispute resolution mechanisms are fundamental in sustaining peace and social cohesion. The establishment of the peacebuilding directorates in a number of counties will impact positively upon sustainability of the project results. The end-term evaluation also noted that some counties visited had already created peacebuilding directorates and others were in the process of legislating towards creating peace directorates.

The approach adopted by the programme in promoting peace through a collaborative institutional framework whereby various stakeholders both state and non-state actors were brought on board speaks to sustainability. Further the National Policy on Peacebuilding and Conflict Management⁹ declares that infrastructure for peace in Kenya requires key stakeholders and peace actors to adopt a collaborative problem-solving approach to resolve conflicts through consultation and dialogue. This infrastructure is therefore crucial to sustainability of peace and community security. Reports and write ups developed under the project is a valuable resource that will facilitate the transfer of knowledge, expertise and lessons learned related to the implementation of peacebuilding and community security. The capacity of peace committees at the county and sub county levels has important implications for future peacebuilding initiatives if only they are properly facilitated to avoid high turnover and to raise their motivation level.

⁹ *National Policy on Peacebuilding and Conflict Management, June 2012, GoK*

4 CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusion

In conclusion the deepening foundations for peacebuilding and community security in Kenya 2014-2018 programme has brought about lessons learnt that are useful for future programming, equally the interventions undertaken under this programme presents opportunities for future. The programme was not undertaken without a share of challenges during design and implementation stages. The main challenges, opportunities and lessons learnt are discussed below.

4.1.1 Challenges

The project experienced some challenges in the course of implementation. Resource constraints posed a challenge in that the programme envisaged raising US\$ 19,525,000 over a four-year period, the programme fell short of this target and raised US\$ 11,995,531. Delayed clearance and signature of work plans and subsequent disbursement of funds further delayed implementation of programme. Delayed recruitment of programme staff led to delays start of programme activities. Most cluster peace coordinators interviewed were recruited in 2017 and very near the elections.

The programme was implemented during a highly polarised political environment. Many politicians mobilised their followers along ethnic and clan lines and the competition at the party nominations and later at the elections were stiff. At the same time the challenge of low confidence in public institutions managing the elections, political interference and use of excessive force against the civilians by security agencies caused more problems. Operation-wise the CSOs component was weak due to lack of funding to support activities and the shrinkage of political space which hampered progress. The project was implemented at a time when there was insecurity in parts of the country and electoral violence constrained peacebuilding interventions. Resistance to peacebuilding work in a number of counties without justice was a setback experienced by the project.

In some cases, clear mitigation strategies developed *ab initio* during the programme design solved these challenges. The mitigation measures that the project adopted encompassed monitoring risks on an ongoing basis, reviewing those risks that had an impact on the programme, updating, and modeling, on need basis, at the PSC meetings. The implementing partners collected useful data during their monitoring visits which they relayed to the risk management desk for action. Signing of letters of agreement and Responsible Party Agreements (RPAs) unlocked the challenge of CSOs inclusion in the programme.

4.1.2 Opportunities

The Evaluators identified critical opportunities that will enhance sustainability of project results. First, the project resulted in improved social cohesion in the communities. Communities demonstrated their desire for continued peace and social cohesion beyond the project period. Second, the peace committee's infrastructure is community owned, capacities built, and skills imparted about peacebuilding, conflict management and community security on them is a good opportunity to drive the processes forward. Third, the government should carry on with improving and giving value to what has already been done, for example, by continuously building capacities of peace committees at all levels up to the village level. Fourth, coordination of such projects can be localised for ownership; in this regard therefore, the role of county governments should be well defined in the project.

The evaluators noted that there were other projects and programmes on peacebuilding implemented and funded by other agencies. This provides an opportunity in partnering with other actors in peacebuilding and projects funded by other agencies with an intention of eliminating overlaps and sharing roles where possible.

4.2 Lessons Learnt and Best Practices

1. **The alternative dispute resolution mechanism** was an innovative aspect of the project. Alternative dispute resolution mechanisms in community conflict resolution have been tested and proven to be effective in managing community conflicts. The conflict resolution mechanism demonstrated that even communities involved in conflict can find unity of purpose based on common needs upon which they can build trust, peace and cohesion. This model can be replicated in other projects and scaled nationally to support the enduring peace in the country. The mechanism can also be gradually introduced into regular community administration to sustain peace and cohesion beyond the project period.
2. **Community ownership** in project implementation greatly contributes to a project's success. As a best practice, involving communities in peace initiatives through *barazas*, social media, peace caravans and dialogue forums is critical for success of any community-driven project. It is expected that the level of ownership will contribute to the sustainability of project outcomes.
3. **Effectiveness of the Project was impacted upon by the delayed start of the Project and late recruitment or project staff.** Since the Project was implemented during a heightened political environment, delays in starting the Project meant that tensions were already rising in some places. There political realignments towards the general election made engaging government departments difficult. Coordination of peace and community activities near elections poses many challenges because there are many organizations who are involved with peace issues at this time.
4. **The ability to respond to emerging issues during programme implementation is of utmost importance. Preventing and Countering Violent Extremism (P/CVE)** was not at first envisioned to be undertaken under this Programme. At implementation phase, P/CVE became key in North Eastern and Coastal region counties for example Wajir, Isiolo, Kilifi, Kwale, among other counties. The programme managed to incorporate it mid-way with success.
5. Reorganization of administrative structure at UNDP engagement hampered communication especially with the donors. Delay in recruitment of programme staff equally had a negative effect on implementation timelines. **An explicit communications strategy** would have eased flow of information. In this case it is clear that such a complex Programme needs more human resource and who are engaged early on to avoid delays in implementation.
6. **Putting in place incentives for the peace committees is paramount to increase motivation towards project implementation.** In the course of evaluation and field visits to the counties where PBCS was more prominent, the issue of facilitating peace committees for quick and coordinated response was raised. It is expected that future opportunities can be availed to the peace committees through training, facilitation and reimbursement for field work expenditure.

4.3 Recommendations

4.3.1 Policy-Level Recommendations

1. **Policy and governance issues that interrupt people's livelihoods should be addressed through specific actions.** Innovative approaches to peacebuilding for example addressing historical injustices which impede peacebuilding initiatives and informed by a human rights framework have been proven to reorient government priorities towards community peace and security needs. Reduction of extreme inequalities and enforcement of economic and social rights will promote peace and social cohesion and thereby create stability necessary for sustainable development.

2. **Development of gender inclusion strategies will enhance effectiveness of community-driven peace initiatives.** Gender mainstreaming strategies in peacebuilding and community security policies and programmes is essential for government and development partners. Community needs are gender-specific and thus the need for indicators building onto gender equity in to peacebuilding projects especially where the projects are community-driven. Similarly, there is a need to ensure shifts in attitudes and norms around women's social and leadership positions even for peace committees.
3. **The collaborative institutional framework and participatory planning model** developed during the design and implementation of PBCS programme was a significant achievement and a good practice model that can be replicated for future peacebuilding programmes. However, future programmes would benefit **from stronger, broader and more logical and consistent coordination** at the counties. The design should also allow more frequent interactions between government and implementing partners and between implementing partners.

4.3.2 Project-Level Recommendations

1. **Projects that are implemented during heightened political and conflict environment**, and with a limited window of opportunity to respond to immediate needs of communities, **fast-track or specialised recruitment procedures** are needed in order to ensure the effectiveness and timeliness of such projects.
2. In order to clarify **expectations about timelines** related to the start and implementation of future projects, Prodocs should contain a realistic start-up phase which includes the mobilization of resources, staffing of the project and development of implementation processes/frameworks to advance the implementation phase of a project with minimal interruptions.
3. **Integrating ADR in future programmes will shift peacebuilding from a reactive to a proactive approach.**
4. In order to give such a complex **programme like PBCS the visibility it deserves**, the capacities of the implementing agencies at the grassroots are imperative. UNDP is largely viewed as a grant maker at the grassroots level and not an implementer. In this regard UNDP should continue coordinating development programme support but empower implementing partners with widespread grassroots network to implement future programmes.
5. It is still essential for future programmes to **develop an M&E Plan early** on so that results/findings from monitoring are identified on a continuous basis and incorporated into ongoing project implementation. It is also important that M&E frameworks measure and assess not only achievement of outputs and activities but also progress made towards achieving programme objectives and outcomes. In this regard, **baseline study and mid-term evaluation** are important parts of M&E outcomes and should be incorporated in future programming.
6. Interventions that could contribute to peace in conflict prevention and peacebuilding work where possible should consider socio- economic development, good governance, reform of justice and security institutions and culture of justice, truth and reconciliation (although not limited to these); future programmes will benefit from **inclusion of other components of socio-economic development and especially equitable and balanced poverty reduction as well as sustainable use of and equitable access to natural resources.**
7. In designing and implementing the PBCS Project, strong synergies were established with the UNDP/NSC directorate in charge of peace building and conflict management. This cooperation and coordination between government and development partners is a good practice which should be replicated for other UNDP projects where relevant. Additionally,

exit plans should be developed on how the important synergies developed will continue to be useful assets to the community once the project comes to an end.

8. **Involve and support Community Based Organizations (CBOs) to sustain peace and community security.** CBOs are essential platforms for creating partnerships between communities and the government. Inclusion of CBOs into peacebuilding projects will ensure community needs are continuously addressed at the village level. Capacity building for CBOs as well as CSOs and peace committees should also be standardised to ensure peacebuilding and community security activities are systematic.
9. **Support alternative dispute resolution (ADR) mechanisms.** The traditional community conflict resolution systems and mechanisms have been tested and proven to be effective in managing community conflicts. Integrating ADR in future programmes will shift peacebuilding from been a reactive to a proactive approach. Peacebuilding is additive and therefore use of ADR will ensure sustainability of peace not just towards and after elections but always. Peace infrastructure in Kenya is dynamic, fluid and pegged to political environment.
10. Considering there is a reduction in **donor funding globally** as demonstrated by the level of funding achieved by this programme, there is need for UNDP to reach out to more funding partners in future programmes.

5 ANNEXES

5.1 Annex 1: Work Plan

Component Area	Activities	Responsibility	Timeframe (in days)					
			15	30	45	60	75	90
Inception Report validation	Inception report validation workshop	IPE, UNDP						
Desk Research	Secondary data collection	IPE; UNDP; other stakeholders						
	Filling data gaps (additional literature)	IPE; UNDP; other stakeholders						
Key Informant Interviews (KIs)	Engagement with KIs	IPE; KIs						
	Conducting interviews	IPE; KIs						
Focus Group Discussions (FGDs)	Mobilisation of FGD participants	UNDP; FGD participants						
	Conducting FGDs	IPE; FGD participants						
Other fieldwork (optional)	Outcome harvesting based on case studies or positive stories provided by UNDP PBCS	IPE; UNDP						
Drafting the final report	Preparation and submission of the final report	IPE						
Draft report validation meeting (to be organised between 29/10-2/11)	Workshop with UNDP PBCS Technical Committee and other stakeholders	IPE; UNDP; stakeholders						
Submission of the Final Report (final date: 16/11)	Final Report	IPE						

5.2 Annex 2: Evaluation Terms of Reference



TERMS OF REFERENCE (TOR)

Consultancy to Conduct an Evaluation of the Government of Kenya and United Nations Development Programme – Deepening Foundation for Peacebuilding and Community Security in Kenya (2014-2018)

Background and Context

United Nations Development Programme (UNDP) supports the Government of Kenya (GoK) in line with the UN Development Assistance Framework (UNDAF) and Country Programme Document (CPD). In the period 2014-2018, peacebuilding work falls under UNDAF Strategic Result 4 on Environmental Suitability, Land Management & Human Security, as well as CPD outcome on Community Security, Social Cohesion and Resilience.

It is in this context that the “Deepening Foundations for Peace Building and Community Security in Kenya, 2014-2018” (PBCS) programme is implemented. It is a programme that builds on the achievements made under the previous programme: “Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition, 2010-2013”. It is supported by UNDP, Government of Sweden, and UK Department for International Development (DFID), European Union (EU), and GoK and implemented by state and non-state actors. The Implementing Partner is the Ministry of Interior and Coordination of National Government -- National Steering Committee on Peacebuilding and Conflict Management (NSC) and National Cohesion and Integration Commission (NCIC) and collaborating partners.¹⁰

The programme is in its fourth and last year of implementation. It aims at developing institutional capacities for policy formulation and implementation; strengthening structures for peacebuilding, cohesion and community security; improving response to conflicts, risks and disasters; reducing community security threats; and mainstreaming peacebuilding, cohesion, reconciliation and community security in national and county government agendas. Coupled with the UWIANO Platform for Peace, the programme strengthened strategic leadership and coordination for election violence reductions in preparation for the 2017 general elections. The estimated program budget is USD 19,525,000 as provided in the signed programme document.

So far, USD 11,369,698 has been mobilized and over USD 8,000,000 is utilized.

Programme Results (2014-2018)

¹⁰ Collaborating partners include Kenya National Focal Point on Small Arms and Light Weapons (KNFP); Security Research and Information Centre (SRIC); Agency for Cooperation in Research and Development (ACORD); Partnership for Peace and Security (PfPS); Inter-Religious Council of Kenya (IRCK), Peace and Development Network (PeaceNet), United Nations Office of the High Commissioner for Human Rights (OHCHR) including the Kenya National Commission on Human Rights and UWIANO Platform for Peace partners including NSC, NCIC, UNDP, UN Women; IRCK, PeaceNet, Independent Electoral and Boundaries Commission (IEBC); Office of Registrar of Political Parties (ORPP); National Police Service (NPS); Council of Governors (CoG); Media Council of Kenya (MCK); Kenya Private Sector Alliance (KEPSA)

Programme Outcome

The programme contributes to United Nations Development Assistance Framework (UNDAF) 2014-2018 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.

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

The programme outcomes are as follows:

Outcome 1: Institutional capacity development for policy formulation and implementation.
Outcome 2: Reduction of community security threats and improved response to conflicts, risks and disasters.

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

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

There are key result areas organized around outputs as follows¹¹:

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.

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

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

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

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

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

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.

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

¹¹ Prodoc: “Deepening Foundations for Peace Building and Community Security in Kenya, 2014-2018”, pages 14-19.

Output 5.0: Coordination and leadership for Electoral Violence Reduction Initiatives (EVRI) enhanced.

Purpose of the Evaluation

The Evaluation, is planned for 2018 as the programme is due to come to an end in December 2018. The evaluation will provide an overall assessment of progress and achievements made against planned results, as well as assess and document challenges and lessons learnt since the commencement of the programme. The Evaluation findings will establish if the envisaged results have been achieved or not, and the recommendations and lessons learned will inform the next phase of the peace building support under the new CPD to be launched in 2018. The information generated from this Evaluation will contribute to organizational learning as well as generate knowledge for development effectiveness.

UNDP therefore plans to engage a firm to conduct the Evaluation.

Scope of the Evaluation

The Evaluation is a joint GoK and UNDP review that will be conducted in close collaboration with implementing partners both at national and county level, and development partners. The Evaluation will cover the programme period July 2014 to June 2018. The Evaluation will be assessed against the following seven (7) UNDP Programme Quality Criteria, which are aligned with the United Nations Evaluation Group (UNEG) evaluation criteria: i) strategic ii) relevant iii) social and environmental standards (SES), iv) management and monitoring v) efficient vi) effective and vii) sustainability and national ownership. The comprehensive list of partners is provided as Annex 2.

Objectives of the Evaluation

The overall objective of the Evaluation is to assess the relevance, effectiveness, efficiency and sustainability of the programme, including the extent to which cross cutting issues (human rights, gender, SDGs) have been mainstreamed. The evaluation will also assess the mechanisms put in place to enhance coordination and harmonization between UNDP, Implementing Partners, and state and non-state actors.

The specific objectives of the evaluation will be to:

Review the programme Theory of Change i.e. problem addressed by the programme and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the programme results as outlined in the Programme Document.

Review the relevance of the programme strategy and assess whether it provides the most effective route towards expected/intended results.

Assess relevance of the programme to the country context including the national and sub-national development priorities (Vision 2030 and Medium-Term Plan II (MTP), CIDPs, among others).

Review decision-making processes and whether the perspectives of those who would be affected by programme decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process were taken into account during programme design processes.

Assess efficiency in the utilization of programme funds including cost-effectiveness, value for money while balancing with social dimensions including gender equity and environment.

Review the extent to which relevant human rights, gender, youth, HIV/Aids and People Living with Disabilities issues were raised and addressed by the programme.

Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.

Review what results are attributable to the programme and how relevant and effective was the programme to the 2017 context overall. Review if there were gaps/inefficiencies, areas of work that required strategies to be adjusted during implementation, and with what effect.

On the results framework, the Evaluation will:

Assess achievements and progress made against planned results, intended and unintended, positive and negative as well as assess challenges and lessons learnt;

Assess, to the extent possible, how the emerging issues not reflected in the programme document such as SDGs may have impacted on outcomes;

Assess effectiveness towards attainment of results and reflect on how UNDP and GoK have contributed to the results achieved;

Assess if broader development, human rights and gender aspects of the programme were achieved; and Assess quantitative and qualitative achievements against each of the programme indicators.

Evaluation Criteria and Review Questions

The following UNDP programme quality criteria will guide the Evaluation: strategy, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, sustainability and national ownership.

The following should guide the evaluators in undertaking an analysis of the Programme Quality Criteria and UN Programming Principles of the programme.

Strategic: The extent of contribution to higher level change in line with national priorities, as evidenced through sound RBM logic through the theory of change, alignment with UNDAF, UNDP Strategic Plan.

To what extent did the programme pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities?

Was the programme aligned with the thematic focus of the UNDP Strategic Plan?

Effectiveness: the extent to which programme results are being achieved.

To what extent has the programme contributed to improving the quality of governance and socio-economic development in Kenya

What is the degree of achievement of the planned results of the programme?

To what extent has the programme outcome and outputs been achieved (assess outcome and output indicators against targets)?

To what extent have effective partnerships and strategic alliances (e.g. national partners, development partners and other external support agencies) been promoted around the programme?

What are the indirect results (externalities) of the programme, if any?

Are there any unintended programme results either positive or negative?

What are some of the emerging successful programming/business models and how would they be scaled up in the next programme?

Efficiency –Is the implementation mechanism the most cost-effective way of delivering this programme?

Were the financial resources mobilized used in the most efficient way to reach the results?

Noting that the programme funding has come from various development partners with different conditions attached to the funding, has this affected efficiency?

Are there any apparent cost-minimizing strategies that were encouraged, and not compromised the social dimension of human rights, gender, youth, HIV/Aids and People Living with Disabilities?

How efficiently have resources/inputs (funds, expertise, time, etc.) been converted to results, including value for money?

To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the mandate of UNDP)?

Have the UN agencies demonstrated Delivering as One (DaO) principle in this programme? If yes, how has this been done and does it respond to programme results?

Relevance—responsiveness of implementation mechanisms to the needs of Country, County IPs including national and county institutions.

To what extent were the interventions consistent with the needs of the IPs the programme was designed to serve in line with the priorities set by, UNDAF, CPD, MTP II, CIDP and other national and sub-national policy frameworks?

Does the programme design promote ownership and participation by the national and county partners and respond to the challenges of National Capacity Building Framework?

To what extent has the programme been able to respond to changes in the needs and priorities of the IPs?

Are the stated programme objectives consistent with the requirements of UN programming principles, in particular, the requirements of most vulnerable populations?

How relevant and appropriate is the programme to the devolved levels of government?

Are all the target groups appropriately covered by the stated programme results at national and county level?

Sustainability and National Ownership- the extent to which these implementation mechanisms can be sustained over time.

Assessment of extent of sustainability of the program thus far.

Did the programme incorporate adequate exit strategies and capacity development measures to ensure sustainability of results over time?

Are conditions and mechanisms in place so that the benefits of the programme interventions are sustained and owned by IPs at the national and sub-national levels after the programme has ended?

Have strong partnerships been built with key stakeholders throughout the programme cycle that would enhance sustainability?

Have institutional capacity development and strengthening of national systems been built to enhance sustainability?

Are there good strategies at sub-national levels that can be replicated and scaled up?

Management and Monitoring- the quality of the formulation of results at different levels, i.e. the results chain:

To what extent are the indicators and targets relevant, realistic and measurable?

Were the expected outcomes realistic given the programme timeframe and resources?

Were the indicators in line with the SDGs and what changes need to be done in the next programme?

To what extent and in what ways were risks and assumptions addressed in the programme design?

How were such risks dealt with during the programme implementation phase?

Is the distribution of roles and responsibilities among the different partners well defined, facilitated and have the arrangements been respected in the course of implementation?

To what extent and in what ways are the concepts of cross-cutting issues reflected in programming? Were specific goals and targets set? Was there effort to produce sex disaggregated data and indicators to assess progress in gender equity and equality? To what extent and how is special attention given to women empowerment?

To the extent possible, look at UNDP programme in relation to the other peace building support programmes (synergies, complementarities, overlaps/duplication etc.).

Did UNDP recruit and retain the right caliber of personnel and suggestions?

Did UNDP identify the right partners for programme implementation?

Social and Environmental Standards

Does the programme seek to further the realization of human rights using a human right based approach?

Are social and environmental impacts and risks (including those related to human rights, gender and environment) being successfully managed and monitored in accordance with programme document and relevant action plans?

Were unanticipated social and environmental issues or grievances that arose during implementation assessed and adequately managed, with relevant management plans updated?

Impact: To the extent possible, assess the *impact* of the programme on peacebuilding especially on the understanding of the citizenry and their participation i.e.

Determine whether there is any major change in the indicators that can reasonably be attributed to or associated with the programme, including impact of the programme on institutions in regard to empowerment, management, effectiveness, accountable, transparent and efficiency in service delivery.

Assess any impacts that the programme may have contributed to.

Methodology

The Evaluation will be an external, independent and participatory exercise, which should be completed within a timeframe of 40 days spread over a period of 2 months beginning in April 2018. The Evaluation will be jointly commissioned and managed by a team consisting of the GoK and UNDP. It will use both qualitative and quantitative approach to ensure that findings are derived from a collective contribution from the target counties and the national institutions. The evaluation firm will be expected to define an appropriate methodology to respond to the above criteria and the programme indicators. Each of the programme indicators must be assessed hence the evaluation firm must ensure that the proposed methodology is responsive to this. The evaluation firm in their technical proposal will provide specific approaches/methodology to achieve the planned evaluation, including assessing the programme indicators. The selected evaluators will provide a refined methodology during inception stage of the Evaluation.

Based on UNEG guidelines for evaluations, and in consultations with the Evaluation Technical Committee (refereed in para 9), the evaluation firm shall develop a suitable methodology for this review. This will entail:

A review of relevant literature including programme reports produced during the life cycle of the programme, which will serve two key purposes, deeper understanding of the programme and source of secondary data;

Briefing and debriefing sessions with IPs, UNDP and donor representatives; and

Data collection using different methods such as key informants, questionnaires, interviews, focus group discussions with IPs including counties, UNDP, representatives of various donor involved in the programme, citizens and other relevant respondents to enrich the programme review with quantitative information; qualitative data will sharpen and support the quantitative data. The firm will use triangulation as a central method, drawing information from multiple sources.

Evaluation Deliverables

The deliverables for this review will include the following documents:

The inception Report: The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. It will also detail how each of the programme indicators will be measured. This will consist but not limited to the following sections: a). Stakeholder map b). Evaluation matrix including evaluation questions, codification, indicators, data collection methods, sources of information; c). Overall evaluation design and methodology including sampling techniques to be applied; d). Description of data gaps, including techniques and tools to be used (Focus Group Discussions, Key Informant Interviews, etc.); and detailed work plan of the assignment.

First Evaluation Draft Report to be reviewed by the Technical Committee, whose inputs will be incorporated into the Draft Report.

Draft Evaluation Report which will be presented to stakeholders.

Final Evaluation incorporating stakeholder inputs. Report format will include but not limited to: Executive summary, introduction, the development context, findings and conclusions, lessons learnt, and recommendations

A Power Point presentation containing the main findings, conclusions and recommendations of the evaluation for dissemination and debriefing purposes.

Electronic version of data collected and data sets analyzed.

Evaluation Team Composition and Required Competencies

The firm will designate an Evaluation Team which will consist of one Team Leader and 2 Evaluation Experts and appropriate data collection assistants. Under the overall supervision of the Team Leader – Governance, Peace and Security, the firm will conduct a participatory Evaluation.

The successful evaluation firm should have:

A minimum of **seven (7)** years of solid experience in undertaking complex evaluations and impact assessments of large scale donor-funded programmes preferably in the field of peace building or democratic governance in Kenya or East Africa

Demonstrable understanding of peace building and democratic governance sector in Kenya.

Working knowledge of UNDP, peace building sector and working with state/ public authorities on issues related to peace building or democratic governance.

Strong understanding of gender issues in Kenya especially in the context of peace building.

Ability to design evaluation studies and apply them using a variety of quantitative and qualitative methods.

Ability to designate a qualified Lead Consultant to be in charge of the Review and 2 qualified Evaluation Experts

Legally registered in Kenya.

Tasks and responsibilities of the firm

The tasks to be completed by the Firm), but are not necessarily limited to the following:

Designate a Team Leader and 2 Evaluation Experts and data collection assistants to constitute the Evaluation Team;

Review background documentation on the UNDP peace building programme programming and other relevant information;

Perform a literature review on peace building in Kenya, and ensure that it feeds the proposed evaluation approach and design;

Validate the peace building programme Theory of Change as required, using both documentation and interview source of data;

Meet with relevant stakeholders, such as donor, implementers of other peace building programmes, private sector, government partners as may be agreed with the Evaluation Technical Committee;

Present for, approval to Evaluation Technical Committee, an inception report containing a detailed evaluation plan and design that address the specific evaluation questions proposed but not limited to; proposed potential evaluation questions that will allow the exercise to meet the evaluation objectives, relevant indicators, data collection methods and present evaluation design options to meet the quality expectation stated herein;

Propose relevant data collection strategy, such as sample size with quality assurance processes;

Implement the Approved Evaluation Work Plan;

Liaise with the stakeholders through email, teleconference, in-person meetings as needed;

Inform proactively the Evaluation Technical Committee of any significant modifications to the intervention/programme that could affect the evaluation and any difficulties that may arise in implementing the approved evaluation design;

Conducting briefing and debriefing; and facilitating productive working relationships among the team members;

Consulting with Evaluation Technical Committee and related partners to ensure the progress and the key evaluation questions are covered;

Assuring the draft and final reports are prepared in accordance with the ToRs, facilitate the meeting to present the main findings and recommendations of Evaluation, and discussing the proposed action plan to implement recommendations including changes in contents and direction of the programme;

Prepare the inception report, initial Draft Report, draft and final Evaluation.

Qualification and Responsibility of the Team Leader:

The firm shall designate a **Team Leader** with good credentials and qualifications in the following areas:

Possess a minimum of a Master's degree in relevant fields- social sciences, development studies, international development among others.

Have a minimum 15 years of increasingly responsible professional experience, and of which seven years in governance, development and/or social sciences evaluation.

In-depth knowledge of peace building or governance issues and challenges, as well as GoK policies, substantive knowledge of peace building or governance programmatic areas in Kenya as well as experience conducting evaluation of peace building or governance programmes;

Solid understanding of evaluation methodologies, and/or a proven expertise of research in social science relevant for the evaluation;

Have strong research and analytical skills, communication (oral and written), facilitation and management skills with specific experience in undertaking evaluations

Demonstrated capacity for strategic thinking and policy advice are essential.

Must be able to work in a multidisciplinary team and multicultural environment.

Must be committed to respecting deadlines of delivery outputs within the agreed time-frame.

Sound leadership and organizational skills- demonstrating experience of having managed and led an evaluation team

Experience in the application and implementation of gender-sensitive programmes as well as Human Rights based approach (HRBA)

Familiarity with UNDP and UN operations will be an advantage.

Previous experience in working with peace building or governance structures is an asset.

The **Team Leader** will have overall responsibility for the quality and timely submission of all deliverables including the final evaluation report to the Evaluation Technical Committee. Specifically, the lead consultant will perform the following tasks:

Taking lead in contacting Evaluation Technical Committee regarding Evaluation-related issues and ensure that the process is as participatory as possible

Organizing the team meetings, assigning specific roles and tasks of the team members and closely monitor their work

Supervising data collection and analysis

Consolidating draft and final Evaluation reports, and a proposed action plan with the support provided by team members

Finalising the final Evaluation report, which incorporated comments of the Evaluation Technical Committee and key stakeholders,

Submitting the draft and final Evaluation report and a proposed action plan to Evaluation Technical Committee, on schedule

Presenting Evaluation results and facilitating the meeting specific tasks of the team members

Qualification Requirements for each of the Evaluation Experts

The Consultancy firm shall designate 2 Evaluation Experts to work under the Team Leader with good credentials and qualifications in the following areas:

Possess a Master's degree in relevant fields- social sciences, development studies, international development among others;

At least one of them to have a good command of statistics, data collection and analysis, research methodologies and ability to track and report on programme outcome and output indicators against targets;

Have at least 10 years of relevant experience – specifically in evaluating similar programmes;

In-depth knowledge of governance issues and challenges, as well as GoK policies, substantive knowledge of peace building or governance programmatic areas in Kenya as well as experience conducting evaluation of peace building or governance programmes;

Strong understanding of gender issues in Kenya especially in the context of peace building;

Solid understanding of evaluation methodologies, and/or a proven expertise of research in social science relevant for the evaluation;

Demonstrate knowledge of and ability to apply theoretical knowledge in the design, management and evaluation of complex multidisciplinary programmes involving the national government, county governments civil society and international organizations;

Have a strong understanding of the development context in Kenya and national development vision and strategies;

Have strong analytical and communication skills;

Have excellent writing skills in English and good spoken Kiswahili; and

Demonstrate experience of having worked or evaluated UN programmes will be an added advantage

Evaluation Ethics

Evaluations in UNDP are conducted in accordance with the principles outlined in the evaluation policy of UNDP and UNEG 'Ethical Guidelines for Evaluation'. Evaluations of UN activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.

Evaluation Team /Evaluators must observe the following:

To avoid **conflict of interest** and undue pressure, evaluators need to be **independent**, implying that members of an Evaluation Team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future. Evaluators must have no vested interest and have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.

Should protect the anonymity and **confidentiality of individual participants**. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals (not targeted at persons)**, and must balance an evaluation of management functions with this general principle.

Evaluations sometimes uncover evidence of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.

Should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that the evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

They are responsible for the clear, accurate and fair writing and/or oral presentation of study limitations, evidence-based findings, conclusions, recommendations and lessons learned.

For details on the ethics and independence in evaluation, please see

Evaluation policy of UNDP (<http://web.undp.org/evaluation/policy.shtml>)

UNEG Ethical Guidelines and Norms for Evaluation in the UN System (http://www.unevaluation.org/document/detail/102http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21)

Implementation Arrangements

The Consultancy Firm will be reporting directly to the **Country Office M&E Focal Point**, who will act as the evaluation manager for purposes of overall quality assurance. The Evaluation Team will work in close collaboration with the **Conflict Prevention and Resilience Specialist** in terms of day to day operations of the evaluation. An Evaluation Technical Committee will be created and co-chaired between Ministry of Interior and Coordination of National Government - NSC and UNDP. The Evaluation Technical Committee role will be to provide an overall oversight of the joint review and endorsement of the key deliverables (inception report, key tools and methodology and, initial draft report, draft and final reports). The Evaluation Technical Committee shall meet, at the beginning of

the review and during the reporting stage for report presentation. Other consultation with the Evaluation Technical Committee will be done electronically as required. The Evaluation Technical Committee shall be composed of UNDP Kenya, Office of the High Commissioner for Human Rights (OHCHR) Kenya, National Steering Committee on Peace building and Conflict Management (NSC); National Cohesion and Integration Commission (NCIC).

Time Frame for the Evaluation Process

The process of the evaluation will be divided into four phases, each including several steps.

Phase 1: Preparation and Desk Phase:

Desk review – This phase will encompass preparatory work by the UNDP in collaboration with the Evaluation Team with inputs from the donors (identification, collection and mapping of relevant documentation and other data), the Evaluation Team will analyze all documents related to the programme over the period of implementation.

Stakeholder mapping – A simple mapping of stakeholders relevant to the evaluation will be developed by the Evaluation Team in addition to the tentative list provided by the UNDP. The product of the mapping will include national institutions and governments' stakeholders.

Development of an operational/logistical plan - The Evaluation Team in consultation with UNDP will develop evaluation operational/logistical plan and calendar, to address logistical issues related to the assessment and related field visits.

The main output of this phase is the **Evaluation Inception Report** – A report will be prepared by the Evaluation Team containing at the minimum, the proposed approach and evaluation design, which will include the stakeholders mapping, the evaluation questions and methodologies to be adopted, sources of information and plan for data collection, including selection of programme/field sites for visits, and design for data analysis.

Phase 2: Data Collection Phase

Data collection – The Evaluation Team will embark on data collection missions including visits to the offices of UNDP, DPs, IPs and other relevant Government Agencies.

Clarify the understanding of the peace building related development challenges in the programme focus areas with key stakeholders including the government and their view on the part played by UNDP supported programme in addressing the challenges that fall within the programme mandate areas. The Evaluation Team will in the process gather additional information necessary to enrich the evaluation process and its outcome.

At the end of this phase, the Evaluation Team will provide a debriefing of the preliminary findings to UNDP and the technical committee, takes initial comments and validate the preliminary findings.

The following Counties and Implementing Partners will be visited:

Counties:

- Nairobi
- Kiambu
- Kitui
- Kwale
- Kilifi
- Isiolo

- Wajir
- Nakuru
- Narok
- Uasin Gishu
- Bungoma
- Migori

Key Implementing partners to be interviewed:

- National Steering Committee on Peace building and Conflict Management (NSC/PBCM)
- National Cohesion and Integration Commission (NCIC)
- Kenya National Focal Point on Small Arms and Light Weapons (KNFP)
- Security Research and Information Centre (SRIC)
- Partnership for Peace and Security (PfPS)
- Inter-Religious Council of Kenya (IRCK)
- Peace and Development Network (PeaceNet)
- Agency for Cooperation in Research and Development (ACORD)
- United Nations Office of the High Commissioner for Human Rights (OHCHR)
- UNDP
- UN Women
- UWIANO Platform for Peace partners (in addition to above) – IEBC, ORPP, NPS, CoG, MCK, KEPSA, KNCHR
- Development partners – Sweden, DFID, EU
- Other peacebuilding programmes that have worked closely with Uwiano – Jamii Thabiti, Safer World

Phase 3: Drafting the Evaluation Report

A draft evaluation report will be prepared by the Evaluation Team within the designated timeline after the data collection exercise. The draft report will be submitted to the Team Leader, Democratic Governance, Peace and Security Unit, UNDP Kenya.

Review and Quality Assurance – The draft report shall be shared with UNDP and the Evaluation Quality Assurance Team (UNDP’s M&E group) who will subject it to a formal review process before presentation to stakeholders. The Evaluation Team will be directly responsible for addressing any comments or observations towards eventual finalization of the report.

Presentation of findings, Validation and submission of report- The Evaluation Team shall present the draft and final versions of the report to the technical committee and relevant stakeholders in designated meetings upon clearance by UNDP. The exact medium for the presentation will be determined in conjunction with the Evaluation Team. The final copy of the report will be submitted to UNDP Country Office Resident Representative.

Phase 4: Follow-up

Management Response – UNDP will prepare a management response to the evaluation recommendations in the final evaluation report in line with UNEG evaluation procedures to ensure

that the findings and recommendations of the Evaluation contribute to improvement in the implementation of future programmes of similar magnitude.

Dissemination - The final version of the evaluation report will be disseminated at appropriate fora. It will be widely distributed to all relevant stakeholders in the country and within the UN. It will also be submitted to the Governments of Sweden, DFID and EU together with the above stated management response.

The evaluation shall be conducted for a period of 40 days spread over a period of 2 months starting in May 2018. The table below shows a tentative timeframe and key milestones for the consultancy process.

Phases	Description of Activities	Responsible persons	Schedule
Phase I: <i>Inception</i>	Draft Inception Report development and submission Presentation of the Inception Report to UNDP, OHCHR, NSC, NCIC and other key stakeholders for inputs Input to the Inception Report by the Evaluation Technical Committee (<i>review of study plan, protocol, analytical framework etc</i>) Final draft of Inception Report	Firm Evaluation Technical Committee	5 days
Phase II: <i>Data Collection & Analysis</i>	Implementation of the evaluation work plan for data collection in the respective focus areas plus gender equality and the start of assumptions/hypothesis testing using the evaluation matrix. Utilization of a multiple method approach for data collection that includes, at minimum: document review, focus group discussions and individual interviews and programme/field visits. The Evaluation Team will use triangulation as a central method, drawing information from multiple sources. Data analysis	Firm	23 days
Phase III: <i>Report Writing and Feedback</i>	The drafting and presentation of the initial draft and more refined evaluation report. Validation forum for key stakeholders Final report incorporating inputs from key stakeholders	Firm	10 days
Phase IV: <i>Dissemination</i>	<i>Dissemination Workshop/meeting and workshop summary report</i> Management response to key recommendations of the final evaluation report	Firm UNDP	2 days

Consultancy Fees

The consultancy firm will be recruited and paid in accordance with UNDP terms and conditions of remuneration for firms (including cost of data collection). The payments to the firm will be pegged on the attainment of certain milestones as per the agreed Work Schedule within a working period of 40 days spread over 2 months.

UNDP will cover prior agreed costs related to the Evaluation services and pay Daily Subsistence Allowance (DSA) per night spent on mission embarked upon as part of the evaluation process using standard UN DSA rates. The firm's fees will be paid in line with the following schedule and upon acceptance of key deliverables:

- Deliverable

- Final Inception Report: 20%
- Draft Evaluation Report: 30%
- Final Evaluation Report: 50%.

Target Dates for the deliverables will be discussed at contract signature stage

Logistics/ Field Expenses

UNDP will cater for daily subsistence allowance and transport costs for the three (3) technical team members at the prevailing UN rates based on agreed travel schedules. This cost should **NOT** form part of the financial proposal.

Annexes

Existing Information Sources

The following minimum documents will be used to support the Evaluation Team in obtaining detailed background information: the UNDAF, CPD, Programme Document, the programme results matrix; the monitoring and evaluation framework and plans; the Programme AWP, programme logic model (Theory of Change) and Progress Programme Reports (quarterly, annual, donor reports etc.) and any other reports produced during programme implementation.

- *Signed Programme Document (2014-2018)*
- *Draft List of Partners*
- *Periodic Programme Reports for the duration of the programme*
- *UNDAF (2014-2018) document*
- *CPD (2014-2018)*
- *Annual Work plans for each year of programme implementation.*
- *Evaluation Report Template and Quality Standards*
- *List of Programme Indicators*

5.3 Annex 3: Level of Achievement of Project Output Indicators

Project Output Indicator 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	
Indicator	Status
<ul style="list-style-type: none"> Enhanced coordination capacity of national peace architecture 	<ul style="list-style-type: none"> Capacity building of DPCs members led to improved coordination and linkages between peace structures and other stakeholders. Bringing of peace actors together generated synergy and led to better coordination of peace projects. <p>Achieved</p>
<ul style="list-style-type: none"> All the policies and legal framework adopted and implemented. 	<ul style="list-style-type: none"> Development and review of guidelines for peace structures and publishing of Sessional Paper No. 5 of 2014. The development of KNFP strategic plan for period 2017-2022. Review of NCIC strategic plan and drafting of NSC 2018-2022 strategic plan. Though peace caravans and sensitization of the public, supported by the county governments, was carried out in the counties; in some counties resistance to peacebuilding interventions were noted. The leaders in these counties felt peacebuilding and community security which is a national government function is competing for resources with the counties. <p>Partially Achieved</p>
Project Output Indicator 2.1: Coordination mechanisms, preparedness, early warning, timely response, community security and recovery systems operational at national, county and community levels	
Indicator	Status
<ul style="list-style-type: none"> At least 17 County Governments with Peace & Cohesion integrated in CIDPs 	<ul style="list-style-type: none"> 21 counties integrated peace agendas in development of County Integrated Development Plans (CIDPs). <p>Achieved</p>
<ul style="list-style-type: none"> At least 15 county mechanisms for conflict mitigation established and operational including County fora, secretariats and early warning. 	<p>Achieved</p>
<ul style="list-style-type: none"> At least 17 counties with operational peace secretariat 	<ul style="list-style-type: none"> Peace secretariats were established in 11 counties <p>Partially Achieved</p>
<ul style="list-style-type: none"> Framework for Conflict Early Warning engendered, upgraded, automated and functional 	<ul style="list-style-type: none"> Although peace secretariats have been set up, they are not resourced to timely respond to community security needs. <p>Partially Achieved</p>
<ul style="list-style-type: none"> Training manuals (CPMR and NPR) adopted and utilized. 	<p>Achieved</p>
Project Output Indicator 2.2: Institutional capacity to address conflicts related to natural resource management and extractive industries enhanced	

Indicator	Status
<ul style="list-style-type: none"> Reduction in resource based conflict incidents in at least 4 bordering counties 	<ul style="list-style-type: none"> Decrease of conflicts over water and pasture in Kitui, Isiolo, Wajir, Garissa and Mandera Counties both cross-border and between communities within a county. Although these efforts cannot be wholly attributed to the PBCS Programme, the programme played a great role. <p>Achieved.</p>
Project Output Indicator 2.3: Partnership and capacity development of non-state actors in conflict research, peacebuilding, and cohesion and community security.	
Indicator	Status
<ul style="list-style-type: none"> CSO networks and platforms effectively engaged in conflict research, peacebuilding, cohesion, extractive industries and community security. 	<p>CSO engaged in conflict research, peacebuilding, cohesion, extractive industries and community security.</p> <p>Achieved.</p>
<ul style="list-style-type: none"> Thematic reports on peace, cohesion and community security produced 	<ul style="list-style-type: none"> Reports on peace, cohesion and community security were produced in collaboration with CSOs and Uwiano technical Committees. All the cluster peace coordinators interviewed indicated that they produced reports on the state of community security and peacebuilding which were used to inform various interventions. <p>Achieved.</p>
<ul style="list-style-type: none"> ADR institutionalised in justice and dispute resolution system 	<ul style="list-style-type: none"> Based on data from the project reports the Judiciary has adopted alternative dispute resolution (ADR) in the management of land and environment disputes. DPCs in some of the counties, especially Kilifi and Kwale felt that the contribution of Kaya elders in ADR has not been institutionalized into justice system. <p>Partially Achieved.</p>
Project Output Indicator 2.4: National and county level leadership capacities for collaboration and dialogue strengthened	
Indicator	Status
<ul style="list-style-type: none"> 300 national and county leaders empowered with skills and attitudes to transcend zero-sum and partisan politics and adopt a political culture of cooperation, partnership and inclusivity. 	Achieved
<ul style="list-style-type: none"> Political parties enabled to reduce and manage violent conflicts during party nominations process. 	Not Achieved
<ul style="list-style-type: none"> Reduced level of violent disputes and disruptive conflicts on issues of governance, elections and representation, county boundaries, and mandates. 	Partially achieved
Project Output Indicator 2.5: National unity, reconciliation, cohesion, resilience and integration promoted at national and county levels (NCIC)	
Indicator	Status

<ul style="list-style-type: none"> Capacity of education system as the main vehicle of cohesion building in Kenya enhanced 	<ul style="list-style-type: none"> <i>Amani</i> peace clubs formed in schools. The Programme reports indicate that peace clubs in 1,000 learning institutions were supported. Participation in peaceful electoral and constitutional processes was promoted in 10 Universities <p>Achieved.</p>
<ul style="list-style-type: none"> Increased understanding on community diversity 	<ul style="list-style-type: none"> Animosity and state of “cold peace” characterize communities visited. <p>Not Achieved.</p>
<ul style="list-style-type: none"> ADR mechanism embraced and practiced by communities in resolving disputes 	<ul style="list-style-type: none"> Difficult to assess the extent, however, CSOs enhanced the role of religious leaders in political dialogue and violence reduction interventions in the counties. <p>Partially achieved.</p>
<ul style="list-style-type: none"> Reduced use of violence in solving intra and inter-ethnic disputes reduced 	<ul style="list-style-type: none"> CSOs enhanced the role of religious leaders in political dialogue and violence reduction interventions in the counties. PeaceNet efforts in preventing violent extremism in Mombasa, Garissa and Nairobi Counties. PeaceNet also built capacity of communities in counties with mining activities for example in Kwale and Turkana to address conflict related to extractives. <p>Partially achieved.</p>
<ul style="list-style-type: none"> Counties and national institutions actively comply with the recommendation of the ethnic and diversity audit 	<ul style="list-style-type: none"> Largely in all the counties, communities are still divided along tribal lines and political affiliations. <p>Not Achieved.</p>
<p>Project Output Indicator 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</p>	
Indicator	Status
<ul style="list-style-type: none"> At least 17 Counties sensitized on Human Rights; Gender mainstreaming in Peacebuilding; CVE, and Conflict Sensitive Programming 	<ul style="list-style-type: none"> Over 3,000 stakeholders from all the 47 counties were sensitized on human rights, gender, peacebuilding and conflict sensitive programming and preventing/countering violent extremism. <p>Achieved.</p>
<p>Project Output Indicator 3.2: Reinforced human rights data collection and documentation (OHCHR)</p>	
Indicator	Status
<ul style="list-style-type: none"> Reinforced human rights data collection and documentation summary of achievements. 	<ul style="list-style-type: none"> Kenya National Commission on Human Rights (KNCHR) were brought on board and a working sub-committee on peace was created at Kenya National Bureau of Statistics (KNBS). <p>Achieved.</p>
<p>Project Output Indicator 3.3: Reinforced human rights data collection and documentation (OHCHR)</p>	
Indicator	Status
<ul style="list-style-type: none"> Reinforced partnerships to prevent conflicts and human rights violations 	<ul style="list-style-type: none"> Office of the United Nations High Commissioner for Human Rights (OHCHR) collaborated with several Non-governmental Organisations (NGOs) on training on reporting when violence breaks. The Project achieved important results in reinforcing

	<p>partnerships to prevent conflicts and human rights violations in a participatory manner.</p> <p>Achieved.</p>
<p>Project Output Indicator 4.1: Capacities for Project management, strategic partnerships, coordination and monitoring and evaluation frameworks for delivery of key development results strengthened</p>	
Indicator	Status
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The programme recruited and deployed monitoring and evaluation (M&E) to strengthen institutional capacity and monitor programme activities, expenditures and progress towards achieving the outputs. Joint M&E missions were conducted in six counties after elections. <p>Achieved.</p>
<ul style="list-style-type: none"> Promote knowledge management through publications 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, including Amani papers etc. 	<ul style="list-style-type: none"> 3 training workshops on results-based reporting achieved the objective of capacitating implementing partners on reporting and programme management. Convention of dialogue sessions and round table conferences with stakeholders as part of promoting knowledge management. <p>Achieved.</p>
<p>Project Output Indicator 5.0: Coordination and leadership for Electoral Violence Reduction Initiatives (EVRI) enhanced</p>	
Indicator	Status
<ul style="list-style-type: none"> Structured Uwiano Platform for Peace established, and capacity enhanced at national county and local levels. 	<ul style="list-style-type: none"> Uwiano initiated dialogue with newly elected leaders at county levels to inculcate the need for including peace agendas in CIDPs <p>Achieved.</p>
<ul style="list-style-type: none"> Conflict Early Warning and Early Response System integrated and functional (targets EWERs platforms, and security agencies responsible for responding) 	<ul style="list-style-type: none"> UWIANO's EWER system did bring people together but use of EWER only meant that participants called the security agencies and peace actors directly on their private lines and not through the EWER numbers that were provided. <p>Not achieved.</p>
<ul style="list-style-type: none"> Collaborative Platforms for Political Dialogues and Mediation supported (targets political actors, electoral actors, security actors at national and sub-national levels) 	<ul style="list-style-type: none"> Uwiano Platform 2016-2017 strategy was finalized and launched at Devolution Conference in early 2017 <p>Achieved.</p>
<ul style="list-style-type: none"> Conflict Sensitive Messaging and Reporting promoted (targets Media - broadcast, Print, digital - social media) 	Achieved
<ul style="list-style-type: none"> Inclusion and engagement of youth, women and PLWDs in EVRIs 	<p>Programme engaged with youths in schools and outside school, women and PLWDs</p> <p>Partially Achieved.</p>
<ul style="list-style-type: none"> Hate speech, incitement, and negative ethnicity reduced 	<ul style="list-style-type: none"> NCIC arrests of some politicians deterred the escalation of hate speech.

	Partially Achieved
<ul style="list-style-type: none"> • Programme management and coordination 	<ul style="list-style-type: none"> • Programme engaged various stakeholders and partners who were well coordinated though some decried the lack of facilitation to properly carry out their work. <p>Partially achieved.</p>

5.4 Annex 4: List of interviewees

Date	Name, Venue	County
Key Informant Interviews (KIIs)		
15 th August, 2018	Hassan S. Mohammed, OGW, Commission Secretary/CEO, National Cohesion and Integration Commission (NCIC)	Nairobi
16 th August, 2018	Milka Chepkirui, Programme Manager, National Steering Committee on Peacebuilding and Conflict Management (NSC) Secretariat, Ministry of Interior and Coordination of National Government	Nairobi
22 nd August 2018	Dr. Marcella Favretto Office of the High Commissioner for Human Rights (OHCHR)	Nairobi
22 nd August 2018	James Wagala, M&E Specialist, Strengthening Electoral Process in Kenya (SEPK) project.	Nairobi
23 rd August, 2018	Tony Ng'ang'a, Chief Executive Officer, Partnership for Peace and Security (PfPS), Nairobi.	Nairobi
24 th August, 2018	Idil Absiye, Peace and Security Specialist.	Nairobi
24 th August, 2018	Scholastica Marenja, Programme Specialist, Amkeni Wakenya	Nairobi
28 th August, 2018	Peter Thuku, National Steering Committee on Peacebuilding and Conflict Management (NSC) Secretariat	Nairobi
28 th August, 2018	Millicent Okatch, Director Programmes and Technical Services National Cohesion and Integration Commission (NCIC)	Nairobi
28 th August, 2018	Nikolai Hutchinson, Conflict/Governance Advisor, DFID Kenya	Nairobi
29 th August 2018	Mike Thuo, Finance Manager, Inter-Religious Council of Kenya (IRCK)	Nairobi
29 th August, 2018	Josephine Mwangi, Embassy of Sweden.	Nairobi
30 th August, 2018	Michael Muragu, Otieno Ombok and Molly Rechiele Peace & Development Network Trust (PeaceNet-Kenya)	Nairobi
4 th September, 2018	Thomson M. Muthama, Security Research & Information Centre (SRIC)	Nairobi
1 st October, 2018	Dickson Magotsi, National Steering Committee on Peacebuilding and Conflict Management (NSC) Secretariat, Ministry of Interior and Coordination of National Government.	Nairobi
12 th September, 2018	Franklin Opuko, Cluster Peace and Cohesion Coordinator	Kitui
13 th September, 2018	Patricia Mutemi – Kitui County Peace Forum Secretary, County Commissioner's HRM office.	Kitui
18 th September, 2018	Samaire Otuni, Elder involved in Peace initiatives/Convener of FGDs	Narok
12 th September 2018	Shalle Mursal- ED Wajir Peace and Development Network	Wajir
12 th September 2018	Mohammud Mohamed- Cluster Peace and Cohesion Coordinator	Wajir
17 th September 2018	Halkano Boru- Cluster Peace and Cohesion Coordinator	Isiolo

21 st September 2018	David Ghaddafi - Cluster Peace and Cohesion Coordinator	Kilifi/Kwale
25 th September, 2018	Joseph Sang, Cluster Peace and Cohesion Coordinator	Nakuru
2 nd October, 2018	Samuel Kosgei, Regional Coordinator, CJPC	Uasin Gishu
2 nd October, 2018	Vincent Omunyin, Cluster Peace and Cohesion Coordinator	Bungoma
Focus Group Discussions		
4 th September, 2018	FGD with National Steering Committee on Peacebuilding and Conflict Management (NSC) Secretariat	Nairobi
27 th August, 2018	FGD with representatives from UNDP, and Swedish Embassy (David Maina, Joyce Deloge, Martha Mathenge, Carlfredrik Birkoff)	Nairobi
10 th September, 2018	General Public involved in the project + Implementing Partners FGD	Kiambu
12 th September, 2018	Implementing Partners & County Peace Forum members	Kitui
13 th September, 2018	Implementing Partners: Peace committee members	Wajir
17 th September, 2018	Implementing Partners: Peace Committee Members	Narok
17 th September, 2018	General Public Involved in the project	Narok
18 th September, 2018	Implementing Partners: District Peace Committee (DPC) members	Narok
18 th September, 2018	Implementing Partners: Sub-County Peace Forum	Isiolo
19 th September, 2018	FGD with General Public & Implementing Partners in Suna East	Migori
20 th September, 2018	FGD with General Public & Implementing Partners in Kuria West Sub-County	Migori
24 th September, 2018	FGD with Implementing partners	Nakuru
24 th September, 2018	FGD with Peace committee members- Implementing partners	Kilifi
27 th September, 2018	FGD with Peace committee members- Implementing partners	Kwale
2 nd October, 2018	General public involved in the peace project, Cheptais sub-county	Bungoma
2 nd October, 2018	County Policing Forum, Bungoma Town	Bungoma
1 st October, 2018	Key implementing partner FGD, National Council of Churches of Kenya (NCCCK)	Uasin Gishu
2 nd October, 2018	Key implementing partners	Uasin Gishu
3 rd October, 2018	People engaged in the project <i>Chief's Baraza</i>	Uasin Gishu

5.5 Annex 5: Evaluation Matrix

TABLE: Evaluation Matrix					
Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
Strategic	The extent of contribution to higher level change	To what extent were the programme objectives met?	<ul style="list-style-type: none"> • Programme reports (Annual, Quarterly, Bi-Annual) • KIIs • Data from FGDs 	<ul style="list-style-type: none"> • Interviews • literature review • Focus Group Discussions • Questionnaires 	Suitability of the programme to national priorities and alignment to UNDP strategic plan
		To what extent did the programme proactively adapt to its TOC? Was the programme aligned with the thematic focus of UNDP SP?			
		How appropriate was the programme implementation approach?	<ul style="list-style-type: none"> • KIIs • Programme reports (Annual, Quarterly, Bi-Annual) • KIIs • Data from FGDs 	<ul style="list-style-type: none"> • Interviews • Focus Group Discussions • Questionnaires 	
		To what extent were the needs of the programme target groups addressed effectively?	<ul style="list-style-type: none"> • KIIs • Programme reports (Annual, Quarterly, Bi-Annual) • KIIs • Data from FGDs 	<ul style="list-style-type: none"> • Interviews • Literature review • Focus Group Discussions • Questionnaires 	
		Are the changes that can be attributed to the programme either intended or unintended?	<ul style="list-style-type: none"> • Programme Reports 	<ul style="list-style-type: none"> • Interviews • Literature review • Focus Group Discussions 	
Relevance	A measure of the extent to which objectives are consistent with (i) the perceptions of the needs of target group; (ii) the economic, social and policy	<p>What lessons have been learned that may have implications for future programmes?</p> <p>Is there congruence with relevant county, national, regional and global development tools, policies and</p>	<ul style="list-style-type: none"> • Data from FGDs • Programme reports • Data from Interviews 	<ul style="list-style-type: none"> • Interviews • Literature review • FGDs • Focus Group Discussions • Questionnaires 	<p>Suitability of objectives and specific components.</p> <p>Congruence to local, national and international development policy frameworks.</p>

TABLE: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
	environment; and (iii) UNDP's mandate, strategic framework and policies at the time of design.	strategies? Is there congruence with strategic principles, priorities and policies of UNDP and partners? To what extent were the interventions consistent with the needs of the IPs? Did the programme outcomes address identifiable problems? Did the programme design promote ownership and participation by national and county partners? How relevant and appropriate is the programme to the devolved levels of government?			
Effectiveness	The extent to which major objectives were achieved or are expected to be achieved	What are the key successes of the programmes? To what extent were outputs and targets achieved? To what extent has the programme engaged local and national governments? To what extent has the programme supported counties development strategies? Are the objectives clearly stated and results	<ul style="list-style-type: none"> • Programme reports (Annual, Quarterly, Bi-Annual) • KIIs • Data from FGDs 	<ul style="list-style-type: none"> • Interviews • Literature review • Focus Group Discussions • Questionnaires 	The outcomes will be measured in terms of the extent of achievement, and coordination and linkages with critical sector actors (especially county governments and NSAs) Overall performance vis-a-vis performance of specific components, availability of baselines, quality of objectives and their measurability,

TABLE: Evaluation Matrix					
Relevant evaluation criteria	Key Questions	Specific Questions	Sub-Data Sources	Data Collection Methods, Tools	Considerations
		measurable?			quality of reports.
		Are there adequate arrangements for indicators and monitoring?			
		To what extent has the programme promoted ownership/partnership?			
		What role has the participating county governments played in the implementation of the programme?			
		Does the programme contribute to capacity building of partners?			
		To what extent has the programme utilised and strengthened partnerships?			
		What worked, what did not work and what could have been done differently?			
		What are the key failures of this programme?	<ul style="list-style-type: none"> • KIIs • Data from FGDs 	<ul style="list-style-type: none"> • Interviews • Literature review • Focus Group Discussions • Questionnaires 	
		Has the programme contributed to institutional capacity development?	<ul style="list-style-type: none"> • FGDs • Qualitative data from reports 	<ul style="list-style-type: none"> • Interviews • Desk review • Focus Group Discussions • Questionnaires 	
		Has the programme contributed to	<ul style="list-style-type: none"> • Qualitative data from 	<ul style="list-style-type: none"> • Interviews • Desk 	

TABLE: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
		reduction of community security threats?	<ul style="list-style-type: none"> reports KIIs 	<ul style="list-style-type: none"> review Focus Group Discussions Questionnaires 	
		Has the programme contributed to mainstreaming of peacebuilding reconciliation and community security?	<ul style="list-style-type: none"> Qualitative data from reports KIIs 	<ul style="list-style-type: none"> Interviews Desk review Focus Group Discussions Questionnaires 	
		Has the programme contributed to results-based management strategic partnerships and coordination?	<ul style="list-style-type: none"> Qualitative data analysis 	<ul style="list-style-type: none"> Interviews Desk review Focus Group Discussions Questionnaires 	
Efficiency	A measure of how economically inputs are converted into results	<p>To what extent were the interventions in line with the outputs and results of the programme, as stated in the Programme results framework?</p> <p>Are outputs and outcomes achieved within expected cost and time?</p> <p>Are there major cost- or time-overruns or budget revisions?</p> <p>How effective are programme management and monitoring systems?</p> <p>Is the implementation mechanism the most cost-effective way of delivering the programme?</p>	<ul style="list-style-type: none"> KIIs Data from FGDs 	<ul style="list-style-type: none"> Interviews Desk review Focus Group Discussions Questionnaires 	Focus will be on outcomes against plans (rather than a value for money analysis), timeliness of implementation and reporting, utilization/adequacy of resources; Management and accountability (looking specifically at fidelity of implementation – contracts, legal obligations, audits).

TABLE: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
		Are there any apparent cost-minimizing strategies that were encouraged and not compromised the social dimension of human rights? To what extent and in what ways have the comparative advantages of the UN organization been utilised in the national context?			
		What were the major constraints of the programme and how were these mitigated?	<ul style="list-style-type: none"> • Data from FGDs • Qualitative data from reports 	<ul style="list-style-type: none"> • Interviews • Desk review • Focus Group Discussions • Questionnaires 	
		To what extent did the programme reporting timelines meet donors' timelines	<ul style="list-style-type: none"> • FGD reports • Questionnaires • Qualitative data from reports 	<ul style="list-style-type: none"> • Interviews • Desk review • Focus Group Discussions • Questionnaires 	
Sustainability and national ownership	The extent to which implementation mechanisms can be sustained over time	Which Key stakeholders were involved with the programme? Are the outcomes sustainable? What sustainability measures are in place? How solid is the exit strategy? Have strong partnerships been built with key stakeholders to enhance sustainability? Can the good strategies at county/ national levels be replicable	<ul style="list-style-type: none"> • Data from FGDs • Qualitative data from reports 	<ul style="list-style-type: none"> • Interviews • Desk review • Focus Group Discussions • Questionnaires 	The probability of continued, long-term benefits from a development intervention. The depth and breadth of ownership

TABLE: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
		and can they be scaled up?			
Management and monitoring	The quality of the results chain	<p>Was there a programme communication protocol guiding internal and external communication and quality assurance?</p> <p>Are the indicators in line with the SDGs?</p> <p>Were expected outcomes realistic?</p> <p>Were roles well defined?</p>	<ul style="list-style-type: none"> • FGDs • Questionnaires 	<ul style="list-style-type: none"> • Interviews • Desk review 	Relevant, realistic and measurable indicators
Social and Environmental Standards	<p>Realization of HRBA: The extent to which the HRBA principles were mainstreamed in the project and its implementation. The extent to which Human rights treaty bodies' recommendations were applied.</p> <p>Realization of Engendering Community Security and Peace Building: The evaluation will be keen to establish the extent to which the programme interventions were designed to alleviate the</p>	<p>Are the outcomes sustainable?</p> <p>Were social and environmental impacts and risks well managed?</p> <p>Have there been unforeseen / unanticipated issues?</p>	<ul style="list-style-type: none"> • Data from interviews • Data from FGDs • Programme reports 	<ul style="list-style-type: none"> • Interviews • Focus Group Discussions • Questionnaires 	Social and environmental impacts and risks

TABLE: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods, Tools	Considerations
	impact of conflict on women (and children) since their suffering during strife and civil unrest is often disproportionate to that of men (rape etc.)				
Impact	Policy and legal environment, capacities of both targeted beneficiaries and local duty bearers	Is the number of beneficiaries as was expected? How much have people benefited? What are the significant changes in the lives of the beneficiaries? Have there been unforeseen impacts?			The changes that can be attributed/associated to the programme intended or unintended — as perceived at the time of the evaluation- to which the interventions have contributed.

5.6 Annex 6: Evaluation Tools

KEY INFORMANT INTERVIEWS

Target Group; Key informants-

- Staff and management involved in the implementation of the programme at UNDP
- Donor, and Grant administration staff from Sweden, EU, DFID
- Government of Kenya Peacebuilding and Conflict Management (PBCM) Directorate
- Kenya National Focal Point on Small Arms and Light Weapons (KNFP)
- The National Cohesion and Integration Commission (NCIC)
- Security Research and Information Centre (SRIC)
- Partnership for Peace and Security (PfPS)
- Peace and Development Network Trust (PeaceNet)
- Inter-Religious Council of Kenya (IRCK)
- Other relevant government officials at the National and County levels
- Representatives from CSO network in peacebuilding

Interview Consent

Hello, my name is..... I am here on behalf of UNDP to facilitate a discussion on the – ‘Deepening foundation for peacebuilding and community security in Kenya 2014-2018’ programme that UNDP has been implementing together with GOK. The study aims at assessing the progress and impact of UNDP’s intervention in peacebuilding and community security. We would like to request for your time of around 25 minutes to have a discussion about the programme.

You have been selected purposefully to participate in this exercise, and your participation is voluntary. However, we hope you can participate fully since your opinion and information are very important. I assure you that the information you provide in this discussion will be used for purposes of the study only and personal details such as names will be kept confidential.

Background information

1. Enumerator code
2. Interview date
3. Organization
4. County Government
5. Respondent Name.....
6. Respondent Gender (Male, Female)
7. Role in the Programme

B: Guiding Questions with Key Informants		
Discussion Questions	Responses	
1. Were you involved in this programme?	Yes- No When were you involved? 1. From Inception 2. While on-going- How were you involved? -	
2. To what extent were the programme objectives met?	[1] Fully met- [2] Partially met [3] Not met Probe why?	
3. How appropriate was the programme implementation approach?	[1] Appropriate- [2] Not appropriate Probe why?	
4. To what extent were the needs of the programme target groups ¹² addressed effectively?	[1] Fully addressed [2] Partially addressed [3] Not addressed Probe why.....	
5. What are the key successes of the programme?	[1] [2] [3]	
6. Did the programme have any challenges?	[1] Yes [2] No If yes which ones? [1] [2] [3]	
7. What were the major constraints of the programme and how were these mitigated?	Problems	Solutions:
	[1]	[1]
	[2]	[2]
	[3]	[3]
8. Which Key stakeholders were involved with the programme?(Tick appropriately)	Ministry of Interior	
	NSC	
	NCIC	
9. Do you think the reporting system and schedules for the programme were adequate?	[1] Fully met [2] Partially met [3] Not met Probe why	
10. Was the programme communication strategy adequate?	[1] Yes [2] No- If no why?	

¹² Counties, CSO networks, implementing partners, collaborating partners

11. If no to 11, how did these affect the programme? (Tick appropriately)	[1] Delayed implementation [2] Increased implementation costs [3] Ineffective mobilization [4] Unmet expectations [5] Other (specify)	
12. On a scale of 1-5 (where 1- least important and 5 – most important) rate the extent to which each of these have contributed to Deepening foundation for peacebuilding and community security in Kenya 2014-2018	Enhancing institutional capacity to formulate, implement and monitor peace-building, conflict prevention, cohesion, community security and arms control policies, strategies and plans at national and county levels.	Probe Why?
	Strengthening coordination mechanisms, preparedness, early warning, timely response, community security and recovery systems operational at national, county and community levels	Probe Why?
	Enhancing partnership and capacity development of non-state actors in conflict research, peacebuilding, and cohesion and community security.	Probe Why?
	Strengthening National and county level leadership capacities for collaboration and dialogue.	Probe Why?
	Promotion of National unity, reconciliation, cohesion, resilience and integration at national, county and community levels.	Probe Why?
	Strengthening capacities for Programme management, strategic partnerships, coordination and monitoring and evaluation frameworks for delivery of key development results.	Probe Why?
13. On a scale of 1-5 (where 1- least important and 5 – most important) rate how efficient was the programme administrative management?	Conveying the programme objectives	
	Providing reporting framework	
	Providing relevant literature on the programme	
14. What sustainability mechanisms have been put in place?	[1] Scale ups	
	[2] Policy changes as a result of the programme	
	[3] Inbuilt mechanisms (integral part of the programme)	
	[4] Other (specify)	
15. What lessons have been learned that may have implications for future programmes?	[1] [2] [3]	
16. Are the outcomes sustainable?	[1] Yes [2] No Probe further.....	

FOCUS GROUP DISCUSSIONS GUIDE

Target Groups (to agree on possible participants)

Hello, my name is..... I am here on behalf of UNDP to facilitate a discussion on the 'Deepening foundation for peacebuilding and community security in Kenya 2014-2018' programme that UNDP has been implementing together with GoK. The study aims at assessing the progress and impact of UNDP's intervention in peace building, improved response, conflicts, disasters and risks and community security. We request for your time (around 30 minutes) to have a discussion about the programme. Your participation is voluntary and we will appreciate if you will agree to participate in this discussion. We assure you that the information you provide will be used for purposes of the study only and personal details such as names will be kept confidential.

Ask participants to introduce themselves. Recap on ground rules for the focus group and ensure everyone feels comfortable and is aware everyone has a chance to speak and that there are no right/wrong answers.

1. Do you think the programme (mention the programme PBCS) objectives (explain the objectives) were relevant to the community? Do you think the relevance still exists? and Why?
2. How have you benefited from the programme (query for any tangible changes to the beneficiaries)
3. Has the programme contributed to institutional capacity development? (Query for in which ways)
4. Has the programme contributed to improved response to conflicts, disasters and risks? (Query for in which ways)
5. Has the programme contributed to reduction of community security threats?(Query for in which ways)
6. Has the programme contributed to mainstreaming of peacebuilding reconciliation and community security? (Query for in which ways)
7. How has the community changed as a result of this programme? (have them describe the change(s) e.g. social, economic for the community)
8. In your own opinion did the programme promote gender equality? (Query for inclusion and contribution of women and men in decision making)
9. In your opinion did the programme in any way promote social cohesion in the community? If yes how?
10. If this programme was to continue what would you wish is done differently and why?
11. As the programme comes to an end what do you think should be continued?

5.7 Annex 7: Implementation Process Flowchart

