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Unit/Bureau: Kenya CO
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 Unit/Bureau: Governance, Peace & Security (GPS)

Position: Project Manager/Officer/Specialist
 Position: Team Leader a.i.- GPS
 Position: Talent Development Manager

Overall comments: The End-Term Evaluation (ETE) used the following evaluation criteria: Strategy, Relevance of Programme Design, Effectiveness, Efficiency, Impact, Sustainability and Ownership, Programme Monitoring and Evaluation, Programme Social and Environmental Standards. The Level of Achievement of Project Output Indicators is scored in the ETE. The ETE adopted a participatory methodology, employing a mix of qualitative and quantitative approaches. The Programme ends in 2019 and the recommendations will inform the design of a new Programme phase.

Evaluation Recommendation or Issue 1:	Policy and governance issues that interrupt people's livelihoods should be addressed through specific actions.														
Management Response:	Agreed. This was incorporated in the project as one of the outputs e.g. The Peace Building and Conflict Management policy was developed. However, the process took very long to be finalized. UNDP appreciates the importance of planning for the entire policy process in project design, including addressing drivers of conflict, as part of the policies.														
	<table><tr><th rowspan="2">Time Frame</th><th rowspan="2">Responsible Unit(s)</th><th colspan="2">Tracking*</th></tr><tr><th>Status</th><th>Comments</th></tr><tr><td>31 March 2019</td><td>UNDP and NSC/PBCM</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr></table>	Time Frame	Responsible Unit(s)	Tracking*		Status	Comments	31 March 2019	UNDP and NSC/PBCM						
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31 March 2019	UNDP and NSC/PBCM														
Evaluation Recommendation or Issue 2:	Development of gender and human rights inclusion strategies will enhance effectiveness and sustainability of community-driven peace initiatives.														
Management Response:	The gender and human rights issues were incorporated albeit belatedly. This was mainly due to oversight at the design stage and funding limitations.														
Key Action(s)	<table><tr><th rowspan="2">Time Frame</th><th rowspan="2">Responsible Unit(s)</th><th colspan="2">Tracking</th></tr><tr><th>Status</th><th>Comments</th></tr><tr><td>31 March 2019</td><td>UNDP and NSC/PBCM</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr></table>	Time Frame	Responsible Unit(s)	Tracking		Status	Comments	31 March 2019	UNDP and NSC/PBCM						
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31 March 2019	UNDP and NSC/PBCM														
Evaluation Recommendation or Issue 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.														
Management Response:	Agreed. This will be continued.														

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 The collaborative institutional framework and participatory planning model will be replicated in the new programme.	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 4:				
For projects that are implemented in the context of heightened political tensions, and with a limited window of opportunity to respond to immediate needs of communities, fast-track or specialized recruitment procedures are needed in order to ensure the effectiveness and timeliness of such projects.				
Management Response:				
While the human resources were factored in the design, the project did not mobilize adequate resources in the early stages to recruit all the required positions.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
4.1 Determine the staff requirements during the design phase of the next project, develop TORs and initiate recruitment processes immediately project is approved, and resources secured.	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 5:				
In order to clarify expectations about timelines related to the start and implementation of future projects, Project documents 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.				
Management Response:				
UNDP aims to have a realistic start-up phase, mobilization of resources, staffing of the project and development of implementation processes/frameworks etc.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
5.1 Set up a realistic start-up phase (at least 6 months) in the next programme.	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 6:				
Integrating Alternative Dispute Resolution (ADR) in future programmes will shift peacebuilding from a reactive to a proactive approach.				
Management Response:				
Agreed. ADR mechanisms are effective in managing community conflicts.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
6.1 Increase investment in ADR at all levels, including a focus on women and youth.	31 March 2019	UNDP and NSC/PBCM		

Evaluation Recommendation or Issue 7:		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.		
Management Response:		Visibility is achieved when partners have the requisite capacities and resources. Core to our work is capacity development which in this instance and to a limited extent were supported to achieve visibility.		
Key Action(s)		Time Frame	Responsible Unit(s)	Tracking Status Comments
7.1 UNDP will continue coordinating development programmes, while empowering implementing partners to implement future programmes.		31 March 2019	UNDP and NSC/PBCM	
7.2. Determine funds disbursement mechanisms during programme design to ensure timely disbursement of funds to partners.				
Evaluation Recommendation or Issue 8:		It is still essential for future programmes to develop a 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.		
Management Response:		Development of an M&E Plan/strategy is a programming requirement for UNDP and was in place during implementation.		
Key Action(s)		Time Frame	Responsible Unit(s)	Tracking Status Comments
8.1 Develop a M&E Plan with baseline data, during the project design for the next phase.		31 March 2019	UNDP and NSC/PBCM	
8.2. Plan for and recruit an M&E specialist for the next project				
Evaluation Recommendation or Issue 9:		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.		
Management Response:		Agreed. It is important to include other components of socio-economic development, good governance, justice, truth and reconciliation, among other aspects in future programmes.		

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
9.1 Ensure peace-socio-economic development-justice-humanitarian components, including peace dividends are integrated in the next project phase	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 10:	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.			
Management Response:	Agreed. This is a best practice to be replicated in future programmes for sustainable development solutions.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
10.1 Ensure the cooperation and coordination between government and development partners as stipulated in the project document is implemented.	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 11:	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 community level. Training and capacity building for CBOs as well as CSOs and peace committees should also be standardized to ensure peacebuilding and community security activities are systematic.			
Management Response:	Agreed. Training and capacity building of CBOs, CSOs and peace committees should be standardized and systematic, ensuring peacebuilding and community security interventions are owned by the target communities.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
11.1 Ensure training and capacity building for CBOs, CSOs and peace committees is incorporated in the next project	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 12:	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 being a reactive to a proactive approach. Peacebuilding is additive and therefore use of ADR will ensure			

	sustainability of peace before, during and after elections.			
Management Response:	Agreed. Support to ADR mechanisms is effective in managing community conflicts.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
12.1 Scale up support to the ADR mechanism.	31 March 2019	UNDP and NSC/PBCM		
Evaluation Recommendation or Issue 13:	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.			
Management Response:	Agreed. UNDP to enhance and diversify its resource mobilization for the current programme period.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking Status	Comments
13.1 Prioritize resource mobilization for the next programme. UNDP and partners to jointly develop and implement resource mobilization strategy.	31 March 2019	UNDP and NSC/PBCM		

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