

TRANSCENDING FOUNDATIONS OF PEACE AND SECURITY FOR INCLUSIVE AND SUSTAINABLE DEVELOPMENT IN KENYA 2019-2023 PROGRAMME DOCUMENT

Country: Kenya

Project Number:

Implementing Partner: Ministry of Interior and Coordination of National Government

Start Date: October 2019

End Date: December 2023

PAC Meeting date: 11 October 2019

Brief Description

This programme builds on achievements realized by the Deepening Foundations for Peacebuilding and Community Security 2014-2018. The new programme, Transcending Foundations for Peace and Security 2019 – 2023, aims to address the immediate and underlying causes of conflict and division such as perceived exclusion and marginalization, youth vulnerability, negative ethnicity, divisive political processes, poverty and inequalities, small arms proliferation, limited engagement of women in peace processes, violent extremism, disputes over natural resources and adverse effects of climate change. The programme will strengthen formulation, implementation and review of policy, legal and institutional frameworks on peace building, national cohesion and conflict management; build institutional capacity to prevent and respond to community security threats and promote the inclusion of youth, women, Persons with Disabilities (PWDs) and marginalised groups in peacebuilding, preventing violent extremism, cohesion and conflict management. The programme will enhance monitoring, evaluation, research and learning through innovation, documentation, results-based management, evidence-based programming and knowledge management on transformative governance. It will strengthen partnership and collaboration between state and non-state actors at both national and county levels, and with UN agencies, development partners and regional organisations to ensure that Kenya has a more secure, peaceful, inclusive and cohesive society. The programme will contribute towards improving the ranking of the country in various indices, such as the Global Peace Index, Women Peace and Security Index, and Social Cohesion Index, among others. The programme has strategic alignment to national development priorities of Kenya Vision 2030 which envisages a nation of peace and stability, the Medium-Term Plan (MTP) III, provides an enabling environment for achieving the Big Four Government development agenda (focused on manufacturing, food security and nutrition, universal health coverage and affordable housing) and contributes to other peacebuilding processes such as the Building Bridges Initiative¹ (BBI). The programme contributes to the UN Development Assistance Framework, UNDAF (2018-2022) and the Sustainable Development Goals (SDGs), particularly SDG 5 (gender equality), 10 (reduced inequalities), 16 (peace, justice and strong institutions) and 17 (partnerships).

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD Outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society.

Indicative Output(s):

Output 1: Government has normative standard capacities to operationalize policies and legal frameworks on conflict management, cohesion and human security.

Output 2: Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, social cohesion and integration.

Total resources required:	USD 19,657,344	
Total resources allocated:	UNDP:	\$ 1,000,000
	Donor:	
	Donor:	
	Government:	\$ 1,965,734
	In-Kind:	
Unfunded:	\$ 16,691,610	

¹ "Building bridges to a new Kenyan nation", statement available at: <http://www.president.go.ke/2018/03/09/building-bridges-to-a-new-kenyan-nation/>; <https://businesstoday.co.ke/wp-content/uploads/2018/03/Building-bridges-to-a-new-Kenyan-nation.pdf>;

Agreed by (signatures):

Government of Kenya (GoK)	United Nations Development Programme (UNDP)
Name: Ambassador Ukur Yattani Title: Acting Cabinet Secretary, The National Treasury & Planning Signature:	Name: Walid Badawi Title: Resident Representative - UNDP Signature:
Date:	Date:

Table of Contents

I.	List of Acronyms	4
I.	Development Challenge	6
II.	Strategy	9
III.	Target and Geographical Scope	11
IV.	Theory Of Change	12
V.	Results and Partnerships.....	12
	Risks and Assumptions	15
	Stakeholder Engagement.....	16
VI.	South-South and Triangular Cooperation	17
	Knowledge Management	17
VII.	Sustainability and Scaling Up	17
VIII.	Project Management.....	18
IX.	Results Framework.....	20
X.	Monitoring And Evaluation	23
XI.	Multi-Year Work Plan	25
XII.	Governance and Management Arrangements	35
XIII.	Legal Context and Risk Management.....	36
XIV.	ANNEXES.....	38
	1. Project Quality Assurance Report.....	38
	2. Risk Analysis.....	44
	3. Capacity Assessment.....	47
	4. Project Board Terms of Reference and TORs of key management positions.....	47
	5. Annex: Proposed Partners and Responsible Parties	49
	6. Peace Committees Governance and Leadership Structure	51

I. LIST OF ACRONYMS

ADR	- Alternative Dispute Resolution
ASALS	- Arid and Semi-Arid Lands
BBI	- Building Bridges Initiative
CBOs	- Community Based Organizations
CCAEWG	- County Conflict Analysis and Early Warning Group
CIDP	- County Integration and Development Plan
CoG	- Council of Governors
CPF	- County Peace Forums
CSOs	- Civil Society Organizations
DPs	- Development Partners
EAC	- East African Community
EWER	- Early Warning Early Response
FBOs	- Faith Based Organizations
GAC	- Grants Assessment Committee
GoK	- Government of Kenya
HACT	- Harmonized Cash Transfer
HDI	- Human Development Index
IFMIS	- Integrated Finance Management System
IGAD	- Intergovernmental Authority on Development
IPs	- Implementing Partners
IRCK	- Inter-Religious Council of Kenya
KLRC	- Kenya Law Reform Commission
KNCCI	- Kenya National Chamber of Commerce and Industry
KNCHR	- Kenya National Commission on Human Rights
KNFP	- Kenya National Focal Point on Small Arms and Light weapons
MDAs	- Ministries, Departments and Agencies
MoICNG	- Ministry of Interior and Coordination of National Government
MoPSYGA	- Ministry of Public Service, Youth and Gender Affairs
MTP	- Medium Term Plan
NCI	- National Cohesion and Integration
NCIC	- National Cohesion and Integration Commission
NCPWD	- National Council for Persons with Disabilities in Kenya

NCRC	- National Crime Research Centre
NCTC	- National Counter Terrorism Centre
NGEC	- National Gender Equality Commission
NSC	- National Steering Committee
NYC	- National Youth Council
OHCHR	- Office of the United Nations High Commissioner for Human Rights
P/CVE	- Preventing and Countering Violent Extremism
PBCM	- Peace Building and Conflict Management
PDA	- Peace and Development Advisor
PfPS	- Partnership for Peace and Security
PMB	- Programme Management Board
PMCU	- Programme Management and Coordination Unit
PSC	- Project Steering Committee
PWDs	- Persons with Disabilities
SALW	- Small Arms and Light Weapons
SCSIC	- Sub-County Security Intelligence Committee
SDGA	- State Department for Gender Affairs
SDGs	- Sustainable Development Goals
SDYA	- State Department for Youth Affairs
SESP	- Social and Environmental Screening Procedure
SRIC	- Security Research and Information Centre
SSC/ TrC	- South-South and Triangular Cooperation
TWG	- Technical Working Group
UCSPAK	- Universities and Colleges Students Peace Association of Kenya
UN	- United Nations
UNCT	- UN Country Team
UNDAF	- United Nations Development Assistance Framework
UNDP	- United Nations Development Programme
UNSCR	- UN Security Council Resolutions

I. DEVELOPMENT CHALLENGE

Kenya plays an important role in anchoring political and economic stability of the East and Horn of Africa region. In November 2014, the country graduated to a low-middle income country,² and became the ninth largest economy in Africa with agriculture, manufacturing, telecommunications and real estate as the high performing sectors. The economy recovered well following the 2008 global economic crisis³ and the 2011 Horn of Africa Drought,⁴ and the discovery of oil and other mineral extractives opens new opportunities for growth. Kenya's Human Development Index (HDI) value for 2018 was 0.590, placing the country under the medium human development group. The steady improvements in each of the HDI indicators put the country in position 142 out of 189 countries and territories.⁵ However, the economy remains highly vulnerable due to dependence on climate-sensitive sectors, unfavourable balance of trade, foreign debt and declining private sector credit. Since the 2007 political crisis, Kenya has undertaken bold legal, political and institutional reforms that have shown incremental improvements in public participation, human rights, human development and other principles of good governance. Devolution has made a significant impact in the lives of Kenyans through improved opportunities for inclusion in governance processes, social service delivery and economic development at the subnational level, particularly in the formerly marginalised Northern and coastal parts of the country. The 2019 Global Peace Index ranked Kenya at number 119 out of 163 countries with a score of 2.300⁶.

While Kenya has made progress, challenges remain. Up to 36.1% of Kenyans are poor⁷ and the proportion rises to over 80% in arid and semi-arid areas. Inequality between the rich and poor is among the highest in the world⁸, with up to 14.5% of the population experiencing severe multi-dimensional poverty.⁹ The Gini Coefficient for the country stands at 0.416 reflecting high levels of inequality.¹⁰ Kenya's population is predominantly young. The ratio of youth to population is 20.3% compared to 15.8% global average and 19.2% for Africa.¹¹ The youth bulge depending on how it is managed provides opportunity and risk, a dividend and a curse. On one hand, the youthful population provides an opportunity for creating sustainable peace when constructively engaged. Often better educated, more embracing of multiculturalism and able to transcend negative ethnicity, they are an opportunity for creating a cohesive and peaceful multi-ethnic/racial and religious Kenyan society. On the other hand, they remain a potent force for violence because of high rates of youth unemployment, hence easy to

² World Bank, *Data for Kenya: Lower Middle Income*, <https://data.worldbank.org/?locations=KE-XN> ; Kisero, J., 'Why our country is now a middle income economy' *Daily Nation* 29 Sept 2014; <https://www.nation.co.ke/news/Kenya-National-Bureau-of-Statistics-Income-Economy/1056-2469476-ppi4ggz/index.html>

³ Overseas Development Institute, *Global Financial Crisis Discussion Series Paper 17: Kenya Phase 2*, <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/5794.pdf>

⁴ Food and Agriculture Organisation (FAO), *Horn of Africa Drought, 2011*; http://www.fao.org/fileadmin/user_upload/emergencies/docs/FAO_ongoing_response_to_the_drought_in_the_Horn_of_Africa.pdf

⁵ UNDP, *Human Development Indices and Indicators: 2018 Statistical Update: Briefing note for countries on the 2018 Statistical Update: Kenya*, http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/KEN.pdf

⁶ <https://www.searchnewworld.com/search/search2.html?partid=imnsknsch&p=global+peace+index+2019+kenya&subid=62212345>

⁷ World Bank, 'Poverty Incidence in Kenya Declined Significantly, but Unlikely to be Eradicated by 2030', <https://www.worldbank.org/en/country/kenya/publication/kenya-economic-update-poverty-incidence-in-kenya-declined-significantly-but-unlikely-to-be-eradicated-by-2030>, UNICEF Kenya at a Glance: https://www.unicef.org/kenya/overview_4616.html

⁸ World Bank, 'Kenya Poverty and Inequality Assessment', <http://siteresources.worldbank.org/INTAFRREGTOPGENDER/Resources/PAKENYA.pdf> Kenya National Bureau of Statistics (KNBS), 'Exploring Kenya Inequality National Report' <https://www.knbs.or.ke/download/exploring-kenya-inequality-national-report/>

⁹ Oxford Poverty and Human Development Initiative (OPHI), *Global Multidimensional Poverty Index 2018 Report*, <https://ophi.org.uk/multidimensional-poverty-index/global-mpi-2018/>

¹⁰ <https://knoema.com/atlas/Kenya/GINI-index>

¹¹ UNDP Kenya, 'Promise or peril? Africa's 830 million young people by 2050' <http://www.ke.undp.org/content/kenya/en/home/blog/2017/8/14/Promise-Or-Peril-Africa-s-830-Million-Young-People-By-2050.html>

mobilize by entrepreneurs of violence. They remain highly vulnerable to socio-economic exploitation and recruitment into criminal gangs, terrorist groups and political violence. Despite the government taking up measures to ease unemployment and promote youth enterprise, only 75,000 formal jobs are created annually, against a demand of 500,000 jobs and about 80% of available employment opportunities are in the low-paying, low productivity informal sector.¹²

On gender issues, Kenya has progressively pursued political, social and economic measures aimed at enhancing gender parity. Legal reforms have strengthened women participation in politics and government particularly the two thirds gender requirement enshrined in the constitution. However, the reality is that despite progress made in the public sector, at a political level, Kenya has still not passed the two-thirds gender law enshrined in the constitution. As such, representation by women to meet the threshold is by nomination that is often characterised by political inclinations among others. The government has invested in women economic empowerment through initiatives such as Women Fund whose goal is to avail credit to female enterprises. Thus, it is observable various reforms have improved gender parity, although women remain underrepresented in decision-making positions and disproportionately affected by conflict. Poverty remains highly feminised as women have less access to education, land, and employment. The persistence of retrogressive beliefs, customs and ideas about the role of girls and women restrict their contributions to economic development and governance reform. The Women, Peace and Security Index 2019/20¹³ ranked Kenya 98th globally, with a score of 0.700, where 1 is the best possible score and 0 is the worst.

Kenya faces peace and security challenges that impede economic development and national cohesion. These challenges disproportionately affect areas that have been left behind, creating a vicious cycle of poverty, violence and conflict. Poor people struggle to overcome poverty, exclusion and inadequate public services and may turn to crime, violent extremism (terrorism and radicalisation), cattle rustling, and social vices and may trade in small arms and light weapons (SALWs) and/or narcotics to survive. Although Kenya's Global Terrorism Index¹⁴ ranking improved marginally from 6.169 in 2017 to 6.114 in 2018, there remain significant threats particularly from the Al Qaeda-affiliated Al-Shabaab groups in main cities and along the international borders.¹⁵ Competition for political power at national and subnational levels, conflicts over natural resources including extractives, land, pasture, water and forests sustain inter-group suspicion and demand for SALWs, particularly in Arid and Semi-Arid Lands (ASALs).

While devolution is transforming lives within counties, it has brought with it many challenges related to resource sharing and management. This has led to certain types of conflicts to be more pronounced. In the devolved governance context, inter-and intra-county boundary disputes have become more prevalent and complex. Conflicts arising out of extractives industries, corruption and mismanagement of public resources have exacerbated sensitivity to group identity, belonging and nepotism. Issues of exclusion and inequality in resource allocation and distribution at county levels are also emerging. The kind of conflicts and conflict dynamics experienced in the recent past include cattle rustling, cross-border raids, election-related violence, sexual and gender-based violence, radicalisation and terrorism, and conflicts over natural resources including land, water, pasture, forests, territorial boundaries and mineral extractives. Some of these conflicts involve organised gangs. The threats to peace are aggravated by, among others, the proliferation of small arms and light weapons, high rate of

¹² World Bank, 'Economic Memorandum: Kenya's Growth Story: Past, Present and Future' <http://www.worldbank.org/en/country/kenya/publication/kenya-economic-memorandum-from-economic-growth-jobs-shared-prosperity>

¹³ Tracks sustainable peace through inclusion, justice and security for women - <http://giwps.georgetown.edu/wp-content/uploads/2019/10/WPS-Index-2019-Report.pdf>

¹⁴ Global Terrorism Index 2017 and 2018 - <https://reliefweb.int/report/world/global-terrorism-index-2017>; <https://reliefweb.int/report/world/global-terrorism-index-2018>

¹⁵ Ten out of the 47 counties have high incidence of terror attacks: Mandera, Lamu, Garissa, Wajir, Kwale, Tana River and Nairobi. Most of the attacks target government security officers and installations while others target private citizens and property

unemployment particularly among the youth, high poverty levels notably in rural areas and urban informal settlements, inappropriate application of technology, and politics driven by ethnic and elite rivalry rather than ideology or issues. Corruption, nepotism and impunity, poor access to or delayed justice, and social discrimination are other main challenges.

Climate change has had direct impacts on conflict dynamics and peacebuilding in Kenya. Communities that rely on pastoral livelihoods and rain-fed farming are most vulnerable to the effects of climate change. Prolonged droughts, reduced water, pasture and other natural resources have exacerbated competition especially among pastoralists. Extreme weather events may negatively affect food security and undermine the livelihoods of vulnerable households and communities. Natural resource scarcity and environmental degradation exacerbate local level competition, which becomes unmanageable in the context of cultural practices such as stock theft and disruption of traditional methods of managing dry season grazing. Human-wildlife conflicts have also increased due to human encroachment on protected areas. The prolonged natural resource-based conflicts have constantly been experienced throughout the ASAL regions. Water scarcity, food insecurity, climate related migration, and poverty are constant threat to the fragile social cohesion and peace fabric. Therefore, climate change is an anticipated additional stressor on political, economic and social structure making it more difficult for communities to successfully address the burdens of historical conflicts. The illegal exploitation of natural resources such as forests and burning of charcoal can also fuel and exacerbate conflict.

Violence surrounding elections have remained a major threat to peaceful co-existence in Kenya since the re-introduction of multi-party politics in 1991.¹⁶ While elections are critical for political change and regime legitimization, political mobilisation towards electoral processes is fraught with divisive political rhetoric, 'zoning' of strongholds, emergence of criminal gangs, hate speech and incitement to violence. The language of 'us' versus 'them' in political discourse and intolerance expressed in both public and social media platforms result in a highly ethicised and polarised society. In the devolved governance context, competition for power at the national, county and sub-county levels deepen sentiments about political marginalisation, economic exclusion, human rights violations, inter-clan power competition and unresolved historical injustices. In many instances, political manipulation of real or perceived grievances escalates into violence during elections. Ethnic divisions and violence are catalysed by claims of election rigging at all stages of the electoral process, low public confidence in electoral institutions, and perceived bias and favouritism by party leaders, security agencies, the judiciary, the media and civil society organisations. A salient political culture of electoral violence heightens public anxiety during election years. Violence, forced displacement and alleged use of excessive force by security agencies deepen inter-group polarization along ethnic, political or religious lines; erode gains made in electoral and other governance reforms, including human rights protection.

The Government of Kenya and development partners have made significant investment in fostering cohesion, responding to community security threats and promoting peaceful, free and fair elections. However, many of the conflicts and divisions described above are likely to continue or recur at the national and county level due to a growing public tolerance for violence and the long-term effects of identity-based political mobilisation. The influence of political elites and ethnic strongmen in shaping public opinion, impunity and protectionism at all levels, corruption and shrinking civil society space continue to constrain the impact of peacebuilding and conflict prevention initiatives. Moreover, the electorate who have the final say at the ballot most often lack the ability to make objective decisions on choice of leaders as the extent of civic education around election is often limited.

The peacebuilding architecture, comprised of a coordination mechanism between state and non-state actors at the national and sub-national level, has weakened due to dynamics triggered by devolution,

¹⁶ Electoral-related violence are a manifestation of underlying causes such as long-standing injustices and grievances over exclusion, and regional development imbalances.

technology in everyday life and inadequate resources to support capacity in 47 counties. New conflict actors and issues have emerged; new leaders have established competing peacebuilding structures, with negative impacts on coordination of information and response. Due to changes in technology, people are moving away from existing methods of early warning such as SMS short codes to social media platforms. This has operational and financial implications for early warning early response (EWER) programming.

The priorities under this programme were identified through an in-depth analysis of the deepening foundation end of project evaluation report. The evaluation established tremendous gains in the coordination capacity of national peace architecture leading to improved linkages between peace structures nationwide and other stakeholders. Another story of success is the activation of county mechanisms for conflict mitigation with operational secretariats and early warning mechanisms. However, there are pertinent issues with regard to entrenching peace in the country that have not been adequately addressed. A conducive policy environment for peacebuilding is yet to be fully realized as a result of the convoluted nature of policy making. Some of these laws include the National Peace Council Bill, SALW policy and review of the National Cohesion and Integration (NCI) Act. The previous programmes also saw the development of standard guidelines for formation and management of peace structures, guidelines for mediation and mediators which need to be rolled-out for consideration and implementation across the country. The end line survey also observed that although peace caravans and sensitization of the public, supported by the county governments, were carried out in the counties; in some counties resistance to peacebuilding interventions were noted. The perception that peacebuilding is a national government function is one of the gaps which require immediate remedy through policy and dialogue. This is an area of particular interest under the second phase of this project. Uwiano initiated dialogue with newly elected leaders at county levels to inculcate the need for including peace agendas in CIDPs. While UWIANO's EWER system brought people together EWER was not fully utilized. The second phase will employ technological platforms to enable users to not only participate by calling the security agencies but participate in follow-up actions as well. Generally, Kenya is still polarized along ethnic lines, ethnic conflicts still persist and they are likely to increase as the country gears up for important national processes like the National Population and Housing Census, Referendum and 2022 elections. Other key issues raised include inequitable distribution of resources, P/CVE, divisive elections, human rights violations and other causes of political and social instability. These and teething challenges relating to radicalization and youth gangs further underscores the proposed phase of this project.

II. STRATEGY

The proposed programme is a joint programme of UNDP and the Government of Kenya (GOK). Like the previous peace-building programmes (2008-2013; 2014-2018), the current programme has strategic alignment to national development priorities Vision 2030 and MTP III (2018-2022), and the Big 4 transformative agenda. It is responsive to the other peace processes such as Building Bridges Initiative (BBI)¹⁷. At the county level, the programme will align with appropriate pillars of County Integrated Development Plans (CIDPs). It will also support the role and voice of civil society, including religious leaders, local communities and marginalised groups.

The programme responds to the UN Secretary General's Prevention Agenda for the Horn of Africa and is anchored in the United Nations Development Assistance Framework (UNDAF) Strategic Result Area 1 on Transformative Governance; outcome 1.3: "By 2022, People in Kenya live in a secure, peaceful, inclusive and cohesive society", and Sustainable Development Goal (SDG) 16 on Peace, Justice and Strong Institutions.

¹⁷ "Building bridges to a new Kenyan nation", statement available at: <http://www.president.go.ke/2018/03/09/building-bridges-to-a-new-kenyan-nation/>; <https://businessstoday.co.ke/wp-content/uploads/2018/03/Building-bridges-to-a-new-Kenyan-nation.pdf>; has a nine-point agenda: 1) Ethnic antagonism and competition; 2) Lack of a national ethos; 3) Inclusivity; 4) Devolution; 5) Divisive elections; 6) Safety and security; 7) Corruption; 8) Shared prosperity; 9) Responsibilities and rights

The Programme strategic priorities are: (a) Government has normative standard capacities to operationalize policies and legal frameworks on conflict management, cohesion and human security; and (b) Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, social cohesion and integration. The new programme will build on the achievements made under the previous two programmes “Consolidating the Peace Process and Establishing Foundations for a Peaceful Political Transition, 2010-2013” and “Deepening Foundations for peacebuilding and Community Security in Kenya 2014-2018”. It draws from the lessons learnt and recommendations from the end-term evaluations of the two programmes. The evaluations identified Alternative Dispute Resolution (ADR) mechanisms as a major success and recommended the need to strengthen the use of ADR as a mechanism for resolving conflicts and promote local ownership of peacebuilding initiatives. When ADR is used in dispute resolution, groups involved in conflict can find unity of purpose based on common needs upon which they can build trust, peace and cohesion. This programme will seek to build-on successes achieved in promoting this conflict resolution approach, especially among the pastoralist communities. Another key lesson is ownership in project implementation, which greatly contributes to success of projects. For instance, involving communities in peace initiatives through barazas, peace caravans, dialogue forums and social media platforms is critical for success. The evaluations noted ability to respond to emerging issues during programme implementation is of utmost importance. For instance, while Preventing and Countering Violent Extremism (P/CVE) was not at first envisioned, the Deepening Foundations for Peacebuilding programme managed to incorporate it mid-way. This remains a key programming area to be taken forward in the new programme.

The programme takes cognizance of the peace, security, human rights, justice, governance, development and humanitarian nexus. It will partner with key stakeholders at both national and county levels while ensuring their participation and consultation. The programme will adopt the following specific strategies:

Specific programme strategies

- a) Strategically engage actors at the national and county levels to address legal and institutional gaps within the peacebuilding architecture.
- b) Strengthen the coordination and linkages from the county to the national level. The programme will **revitalise County Peace Forums (CPF)** and **establish County Conflict Analysis and Early Warning Group (CCAEWG)** and ensure that they are operational and effective.
- c) Continuous capacity enhancement of **the peace architecture to coordinate peacebuilding initiatives and mechanisms for dialogue, consensus building and reconciliation**. This will be done to enhance partnership at all levels for effective programme delivery.
- d) **Employ new media¹⁸ for crowd sourcing of information for effective early warning and response**. This is in cognizance of the rapid change in technology.
- e) Enhance use of Human rights-based approach (HRBA) to peacebuilding through programming, partnership and building linkages with human rights and justice organisations.
- f) **Infusion of innovative approaches** such as theatre and arts, **intergenerational dialogues¹⁹**, single and mixed identity dialogues²⁰ and training of insider mediators and trauma healing and psychosocial support. This will optimize results, promote efficiency, effectiveness and value for money.

¹⁸ New media are forms of media that are used to describe content made available using different forms of electronic communication for instance emerging social media, interactive computer installations among others.

¹⁹ The comparison between people of different ages, capable of bringing about personal experiences from the perspective of the growth of welfare of the community. Creates space for dialogue that is necessary to develop transformative strategies and perspectives on ending conflicts that seem to be passed from one generation to the other.

²⁰ Single identity dialogue focuses on homogenous groups then mixed identity dialogues focuses on heterogeneous groups. Issues identified at a homogeneous set up are brought up for discussions in a mixed identity setting (heterogeneous groups).

- g) **Research and documentation to improve learning and evidence-based approaches to peacebuilding.** This includes following up on the implementation of recommendations from previously supported studies.
- h) **Expanded strategic partnership to enable synergy and exploitation of comparative advantages across thematic and geographical areas.** Additionally, private sector partnership will be enhanced to increase opportunities for peace dividend projects, provide grants for entrepreneurial start-ups and peace related social investments. This will include partnerships with the Kenya National Chamber of Commerce and Industry (KNCCI) that has coverage in all the 47 counties.
- i) **Increasing engagement of women, youth and PWDs through deliberate partnership with Ministry of Public Service, Youth and Gender Affairs (MoPSYGA) and National Council of Persons with Disabilities (NCPWD).**
- j) The programme will **collaborate with learning institutions**, including **Technical and Vocational Education and Training (TVET)** institutions, universities at national and sub-national levels to innovatively address youth issues.
- k) **South-South/ Triangular Cooperation** through partnerships with IGAD/CEWARN, the Ministry of Interior and counterparts from Uganda, South Sudan and Ethiopia and local communities to forestall conflicts and reduce hostilities along Kenya/Ethiopia, Kenya Uganda and Kenya South Sudan corridors. This will support cross-border integrated programmes for sustainable peace and socio-economic transformation in the region.
- l) Collaborate with UNDP' **Accelerator Labs**²¹ which is a new way of working in development to find radically new approaches that fit the complexity of current development challenges. This will enable the programme to incubate and scale up new evidence-based practices.
- m) **Evidence generation and results-based management to improve programme delivery and accountability** among implementing partners and beneficiary communities.

III. TARGET AND GEOGRAPHICAL SCOPE

The programme will have both a national as well as county and sub-county and community-level geographic focus. The geographic focus areas will be determined in continuous dialogue with national stakeholders and through project start-up consultations prior to the beginning of the implementation. However, numerous studies point to several counties where peacebuilding and conflict management initiatives should be concentrated. The programme will therefore focus more on conflict prone hotspot counties identified through numerous studies such as the status of social cohesion in Kenya which ranked counties based on social cohesion index²², National Conflict Mapping and Analysis: Peace and Conflict Trends in Kenya²³, other studies done on illicit proliferation of SALW in Kenya, conflicts around extractives, crime trends and typologies among many others. The programme will also adopt a problem driven iterative approach to continually adapt programme strategies to changing peace and conflict dynamics and respond to emerging peace and conflict threats, including change of target areas. This will include putting in place rapid response mechanisms in cases of sporadic conflict occurrences. The programme will further support the role and voice of civil society, including religious leaders, local communities and marginalised groups to ensure an all-encompassing approach across the country.

On targeting the beneficiaries, deliberate interventions will be undertaken focussing on the marginalized and vulnerable groups including women, youth, Persons with Disabilities (PWDs) and people living in marginalised areas. Other target groups will include community members, peace

²¹ <https://acceleratorlabs.undp.org/>

²² Status of Social Cohesion in Kenya report released by NCIC in 2013. https://www.cohesion.or.ke/images/docs/Cohesion_Index_Status_of_Social_Cohesion_in_Kenya.pdf

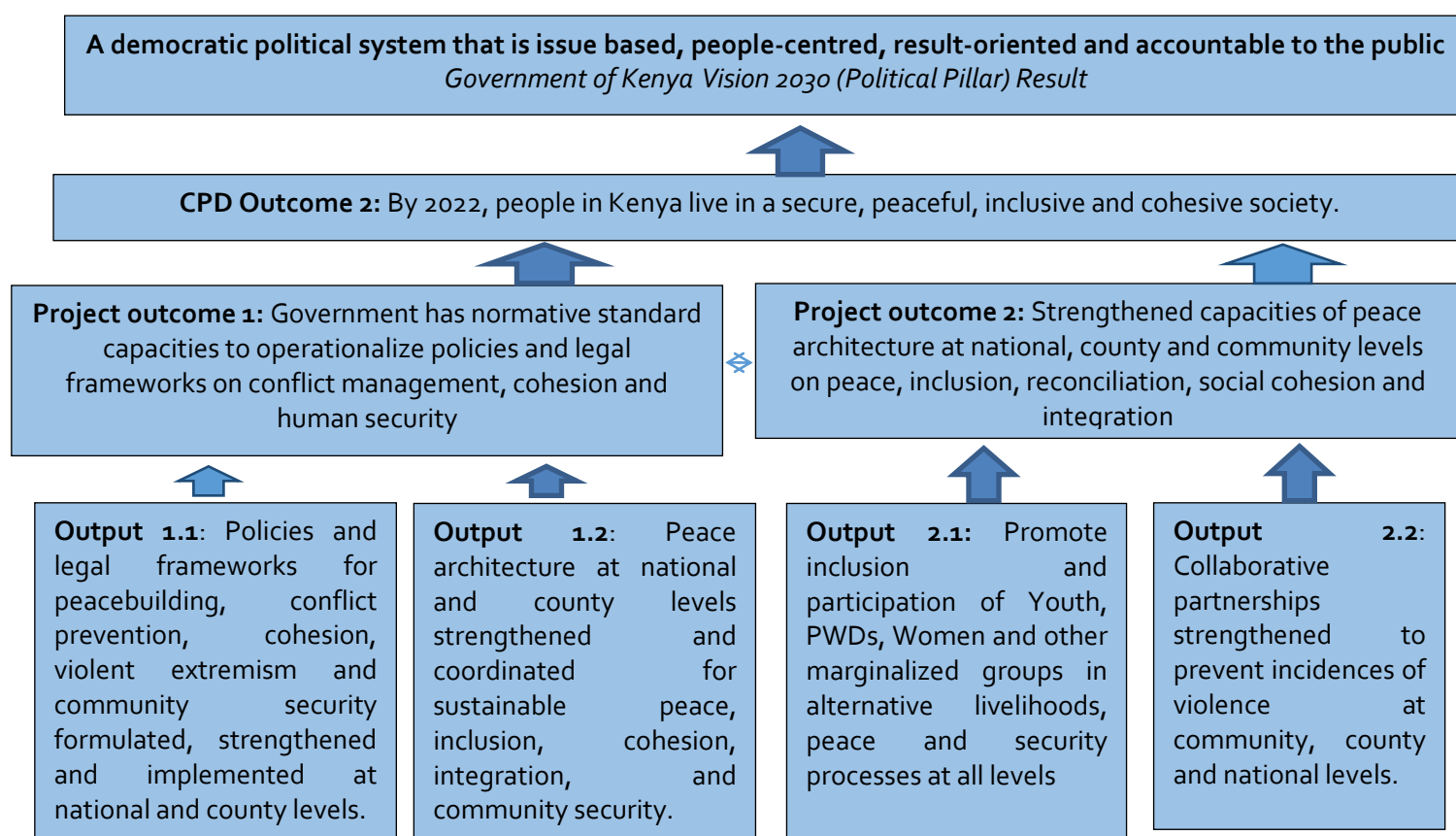
²³ National Conflict Mapping and Peace Analysis: Peace and Conflict Trends in Kenya. Available at: https://nscpeace.go.ke/resources/item/download/3_ec90b356a3d9a63745111dcbdb168a

committees, opinion leaders, and political actors/leaders. The principle of leave no one behind (LNOB) will be mainstreamed and applied throughout the programme implementation phase. The programme will consider the target groups needs, rights, priorities and their participation at all phases of the project cycle.

IV. THEORY OF CHANGE

The programme is premised on the theory of change that, **if** citizens are effectively involved in conflict prevention and response, **if** national and county level policies and legal frameworks on conflict management, cohesion and human security are formulated, implemented and reviewed, **if** the peacebuilding structures at all levels are strengthened through effective early warning, adequate resourcing, coordination, and inclusive mechanisms for public engagement, **then** the people of Kenya will live in a more secure, peaceful, inclusive and cohesive society which in turn will contribute to a democratic political system that is issue based, people-centred, result oriented and accountable to the public.

The theory of change is illustrated below:



V. RESULTS AND PARTNERSHIPS

The identified strategic priorities will be responding to the need to have transformative governance in Kenya. This will be in line with the national priorities in MTP III (2018-2022) of creating a safe and secure environment for all sectors to thrive and prosper. In doing so, the programme will support the realization of the targeted outputs by focusing on transformative governance and international obligations aligned to UNSCR and SDGs 5, 10, 16 and 17 on Gender Equality, Reduced Inequalities, Peace, Justice and Strong Institutions, and Partnerships for Goals respectively.

Implementation of the peacebuilding programme will contribute to finding solutions to the root causes of violent conflicts and reducing divisions within communities. It will also contribute to a reduction in the incidence of small arms proliferation and contribute to a reduction in violent extremism. The programme will also promote responsive service delivery and equitable distribution of resources and opportunities so that people live in a more secure peaceful, inclusive and cohesive society. The program aims to deliver the following outcome (results area):

CPD outcome 2: By 2022, people in Kenya live in a secure, peaceful, inclusive and cohesive society

The 2019 Global Peace Index ranked Kenya at number 119 out of 163 countries with a score of 2.300.

²⁴The programme will support measures that will improve the global ranking by at least five positions. As of 2019, the Building Bridges to Initiative (BBI), efforts to 'localize the handshake' and curb hate speech have calmed the political environment and fostered political reconciliation with many positive impacts on social and economic goals.

The programme will contribute to the following outcomes and outputs.

Project Outcome 1: Government has normative standard capacities to operationalize policies and legal frameworks on conflict management, cohesion and human security

This output ensures all policies and legal frameworks for peacebuilding, conflict prevention; cohesion, violent extremism and community security are formulated, operationalised, implemented and monitored at national and county levels.

Project Output 1.1: Policies and legal frameworks for peacebuilding, conflict prevention, cohesion, violent extremism and community security formulated, strengthened and implemented at national and county levels.

This output will seek to advance policies and legal frameworks with a bid to enhance peacebuilding, conflict prevention, cohesion, violent extremism and community security programming in the country. An analysis of existing policies and legal frameworks for peace building, cohesion, VE and community security in order to underscore their effectiveness and where there are gaps, measure put in place to address the core issues hindering delivery of peace building programming.

Project Output 1.2: Peace Architecture for national and county levels strengthened and coordinated for sustainable peace, inclusion, cohesion, integration, and community security.

This output will advance measures towards enhancing implementing partners capacities to deliver their mandate; more focus given to county level and grass root structures in order to scale up integration of peacebuilding, cohesion, conflict prevention, P/CVE and community security programming.

Project Outcome 2: Strengthened capacities of peace architecture at national, county and community levels on peace, inclusion, reconciliation, social cohesion and integration

Project Output 2.1: Promote inclusion and participation of Youth, PWDs, Women and other marginalized groups in alternative livelihoods, peace and security processes at all levels

This output will empower the youth, women and other marginalized groups to play a leading role in peace processes including; P/CVE, Community Security, Peacebuilding, Conflict prevention, conflict, transformation and resolution.

²⁴

<https://www.searchnewworld.com/search/search2.html?partid=imnsknsch&p=global+peace+index+2019+kenya&subid=62212345>

Project Output 2.2.: Collaborative partnerships strengthened to prevent incidences of violence at community, county and national levels.

This output will support election preparedness for the 2022 electoral cycle through revitalised peaceful and democratic elections; focusing on continuous early warning, early response, to promote peaceful elections during the entire electoral process, and post-election electoral dispute resolution. It will include a revitalised Uwiano Platform for Peace and a robust communications strategy for civic education and messaging on the need to maintain peace. It will further address institutional capacity to address conflicts related to electoral processes; coordination mechanisms, preparedness, early warning and timely response systems operational at national, county and community levels.

Resources Required Achieving the Expected Results

The programme will require technical and financial support, including but not limited to the following:

i) Key staff for programme implementation:

- **Project Manager (1 at IP):** to manage the project and its deliverables, as well as provide coordination and day-to-day implementation; ensure coherence and complementarity among project partners.
- **Project Officer (1 at UNDP):** Supports management and quality assurance of the project, timely and efficient delivery of the project inputs and outputs; as well as donor reporting.
- **Monitoring, Evaluation and Learning Specialist (1 at IP):** responsible for coordinating monitoring and evaluation of results, research, documentation and reporting.
- **Research, Conflict Early Warning and Response Specialist (1 at IP):** coordinates data collection and analysis, including early warning and response mechanisms.
- **Regional Conflict Analyst (10 Analysts based in regions):** The programme will adopt a regional approach to cover ten regions²⁵.
- **Communication Specialist (1 at IP):** Responsible for coordinating knowledge management and communication.

ii) Other resources to include:

- Office space (rent) and utilities – water, electricity, maintenance;
- Equipment such as vehicles, computers and furniture, among others to enable the execution of the program activities;
- Internet and related infrastructure;
- Information, Education and Communication (IEC) and promotional materials for visibility and awareness creation.

Partnerships

This is a GOK-UNDP programme that will be implemented in partnership with the Ministry of Interior and Coordination of National Government, the National Steering Committee on Peacebuilding and Conflict Management (NSC), National Cohesion and Integration Commission (NCIC), National Counter Terrorism Centre (NCTC), Kenya National Focal Point on Small Arms and Light weapons (KNFP), Council of Governors, UN Women, Office of the United Nations High Commissioner for Human Rights (OHCHR), select civil society organizations, the media and partners under the Uwiano Platform for Peace. Building on lessons from the Deepening Foundations programme, the current programme will

²⁵ Central Rift, South Rift, North Rift, Nairobi, Nyanza, Western, Eastern, North Eastern, Coast, Central.

enhance partnerships with regional organizations including IGAD/CEWARN, ICGLR and the EAC, human rights organizations and COG-led collaborative initiatives such as Cooperation for Peace and Development Initiative²⁶ (formerly AMAYA peace initiative) and six regional economic blocs²⁷. Building on the results of the 2015 universal periodic review, the programme will integrate a rights-based approach for youth, women and persons with a disability. The programme will partner with various development partners and relevant UN agencies such as UN Women, Office of the United Nations High Commissioner for Human Rights, the United Nations Office on Drugs and Crime, to strengthen advocacy, reporting, increase public voice and participation in peace, cohesion and community security for inclusive and sustainable development in Kenya. In addition, as part of the programme implementation start-up phase, UNDP, in collaboration with the Government and UN Country Team (UNCT), will conduct a comprehensive mapping of existing projects to ensure full complementarity of the programme to existing initiatives. The programme will tap on the advisory services of the Peace and Development Advisor (PDA) to the UNCT in Kenya.

Risks and Assumptions

The following are possible risks and mitigation strategies that may be associated with implementation of the Programme.

1. **Financial risks:** includes inadequate resources to meet the programmes expectations and mismanagement of funds. The programme outputs require significant funds to support successful implementation. Based on implementation of the previous programme for 2014 – 2018 on Deepening Foundations for Peacebuilding and community security, peace programmes require adequate financial resources. There is also a possibility that some funds could be reallocated to other emerging areas thus affecting realization of the envisaged results. To mitigate this, the programme will adopt a resource mobilization strategy that will include cost sharing with both national and county governments and continuous fundraising throughout the programme period. The programme will also ensure compliance with the Public Finance and Management (PFM), Public Procurement and Disposal Act of (PPDA) of 2015 and other Institutional financial and procurement management regulations
2. **Political risks:** Risk of violence during the 2022 General Elections. Elections present a threat to peace and stability due to polarization and intolerance resulting from the likelihood elite fragmentation, and Kenya's history of political party zoning and incitement to violence. The changing political dynamics at county and national levels potent a risk in the implementation of peace programmes considering that most conflicts in the country are influenced by prevailing political atmosphere. To mitigate any negative impacts of politics, the programme will develop capacities for collaborative and problem-solving leadership at the national and county level. The programme will also seek to work closely with the political leaders and institutions related to electoral processes.
3. **Institutional risks:** Change of management of implementing partners may slow down the implementation of programme activities. To mitigate this the programme will seek to conduct micro capacity assessments with view to strengthen the capacity of implementing partners.
4. **Security risks:** Issues of criminal gangs, militia, proliferation of illicit small arms and light weapons (SALW), violent extremism and terrorism are threats in the Kenyan context. In view of this, the programme will invest and partner with relevant state and non-state actors in continuous research on the various threats to inform policy making and implementation, support preventing violent extremism initiatives, engage youth, support initiatives to combat proliferation of illicit SALW,

²⁶ Comprises of 5 counties: Baringo, Isiolo, West Pokot, Samburu and Laikipia counties.

²⁷ There are six economic blocs established by the counties, which include: the **North Rift Economic Bloc** (NOREB), the **Central Kenya Economic Bloc** (CKEB), the **Lake Region Economic Bloc** (LREB), **Jumuiya ya Kaunti za Pwani** (JKP), **South Eastern Kenya Economic Bloc** (SEKEB), **Frontier Counties Development Council** (FCDC).

undertake continuous sensitization and awareness creation on the early warning and early response (EWER) mechanisms.

5. **Environmental risks:** Issues of climate change and environmental degradation may lead to increased conflicts, especially in Arid and Semi-Arid Lands (ASAL). To mitigate this, the programme will collaborate with national and county level institutions mandated to mitigate the effects of drought and emergencies.
6. **Technological risks:** Cybercrime, fake news, hate speech perpetuation through social media platforms. To mitigate this, the programme will collaborate with relevant mandated institutions in government, security, media, mobile service providers. Additionally, the programme will enhance monitoring in various media platforms.
7. Other risks include **legal and socio-cultural risks**, as detailed in the risk analysis table (annexed).

Stakeholder Engagement

The new programme envisages collaboration with relevant partners Vis-a-Vis their comparative advantage, thematic focus and geographical scope in relation to the programme. Additionally, the Government of Kenya and UNDP shall undertake capacity assessments and requisite approvals for engagement of partners. The programme will collaborate with other UN agencies and UNDP programmes including Deepening Democracy, Devolution, Cross Border Programmes (Kenya-Ethiopia and Kenya-Uganda), *Amkeni Wakenya* civil society democratic governance facility, among others. For engagement of CSOs, CBOs, FBOs at the local levels, the programme will be guided by micro-capacity assessment reports and Standard Operating Procedures developed by UNDP Amkeni WaKenya Programme.

The proposed partners include the following:

Implementing Partner	Ministry of Interior and Coordination of National Government (MoICNG)
Responsible Partners	National Steering Committee on Peacebuilding and Conflict Management (NSC) National Cohesion and Integration Commission (NCIC); National Counter Terrorism Centre (NCTC) Kenya National Focal Point on Small Arms and Light Weapons (KNFP) Inter-Religious Council of Kenya (IRCK) PeaceNet Kenya Security Research and Information Centre (SRIC) Partnership for Peace and Security (PfPS)
Collaborating Partners	UWIANO Platform for Peace Ministry of Public Service, Youth and Gender Affairs (MoPSYGA) - State Department for Gender Affairs (SDGA), State Department for Youth Affairs (SDYA) National Council for Persons with Disabilities (NCPWD) National Crime Research Centre (NCRC) Kenya National Chamber of Commerce and Industry (KNCCI) County Governments Council of Governors Relevant Government Ministries, Department and Agencies Development partners, Civil society organizations (CSOs) and Community Based Organisations (CBOs) Learning institutions, including Technical, Vocational Education and Training (TVET) institutions, universities at national and sub-national levels Non-state actors

VI. South-South and Triangular Cooperation

Kenya's peace and security landscape is characterized by internal conflict and regional instability especially the conflicts in Somalia, South Sudan, Ethiopia and the Great Lakes Region. This has resulted in refugee influx and associated challenges such as service delivery deficits and environmental degradation in refugee-hosting areas, insecurity due to refugee-host community conflict, mixing of genuine refugees with terrorists, criminals and armed elements, trafficking of small arms and narcotics, irregular migration and human trafficking. The multiple challenges affect the government's ability to provide adequate security and counter the threats of terrorism and transnational crime. The programme will enhance partnerships to address these challenges through South-South cooperation partners, the East African Community (EAC), IGAD/CEWARN, International Financial Institutions, the private sector and philanthropic entities.

The programme will promote gender equality and women's empowerment in peacebuilding, electoral assistance and devolved governance, with lesson learning from South-South and triangular cooperation partners involved in implementation and review of the UNSCR 1325 and 2250.

The programme will leverage the partnerships fostered during previous programmes and strategic engagements to facilitate South-South and triangular cooperation with neighbouring states and other stakeholders to advance the debate on elections, devolution, inclusion, management of natural resources among other focus areas.

Knowledge Management

In addition to internal and external evaluations, the programme will produce situation analysis reports, scenarios, conflict assessment maps, diversity audits, and thematic research reports. Webinars, podcasts, documentaries and other knowledge products will be produced and disseminated. A photo gallery of key events will be maintained. The project will create visibility for knowledge and lessons learned generated by the project through launch events, media briefs and popular versions, hard copies of which will be availed at the SK Macharia Memorial Library at the NSC. Soft copies will be uploaded on Implementing Partners (IPs) websites, accessible links on IPs activities, and promoted in the social media platforms. The communications department will continually enhance visibility of the programme publications, databases, media products, and IEC materials. The programme Quarterly, Bi-Annual and Annual reports will be produced and kept on file for M&E purposes and future reference.

VII. Sustainability and Scaling Up

The Government of Kenya will deploy its institutions and resources to provide integrated and multidimensional responses to peace building and cohesion challenges. The public administration will provide the structures and procedures related to personnel, institutions and relationships, including technical and political aspects necessary for stakeholder engagement, political settlements, and capacity for programme management. The Government will continue to lead peacebuilding programme through enabling laws and guidelines, resource mobilisation and public participation to ensure local ownership is realised.

In addition to laws, there will be clear institutional arrangements for programme delivery. The Programme Management Board (PMB)/Project Steering Committee (PSC) will support the development and implementation of policies, laws and guidelines on peacebuilding, cohesion, and P/CVE to ensure ownership and support beyond the programme period. It will also seek to strengthen national and county level institutions on peacebuilding and conflict management, including national and county government structures and ADR mechanisms such as Council of Elders, Peace Committees and mediation panels. The PMB will adopt a resource mobilization strategy that will include cost sharing through continuous fundraising with both national and county governments. In addition, the PMB will endeavour to collaborate with international non-governmental organizations and other partners whose mandate relates to promoting peace, cohesion and community security.

VIII. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The programme shall be implemented through adoption of the National Implementation Modality. This is one of the lessons learned from the Deepening Programme that involved collective efforts and strategies of both the state and non-state actors. In the spirit of ensuring accountability of the funds dispensed to support programme executive, both UNDP-K and the Ministry of Interior and Coordination of National Government will put in place internal controls such as financial reporting as well as monitoring and evaluation among others. In regard to procurement of services, Ministry of Interior and Coordination of National Government will ensure compliance with the Procurement and Finance Management Act 2012 as well as other Government regulations. The programme will also work with the existing procurement and finance officers to ensure compliance with Harmonized Cash Transfer (HACT) and other financial management systems including Integrated Finance Management System (IFMIS).

Project Management

The programme will be domiciled at the Ministry of Interior and Coordination of National Government (MoICNG) - the National Steering Committee on Peacebuilding and Conflict Management (NSC), and under the Governance, Peace and Security Unit at UNDP Kenya. The Programme Management Board (PMB)/ Project Steering Committee (PSC) will comprise of the Treasury, the MoICNG and other collaborating Ministries, Departments and Agencies (MDAs) as well as UNDP and other Development Partners at the apex. The coordination will be done by both GoK and UNDP and through the NSC.

At the strategic level, the PMB will be co-chaired by the UNDP and the Ministry of Interior and Coordination of National Government (Secretary, Peacebuilding, Community Security and Disaster Response) and the National Cohesion and Integration Commission (NCIC). The Programme Management Board will be 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 will have a wealth of experience and recognition in the Peace and Conflict spheres, which will ease coordination with civil society organisations (CSOs) and other stakeholders in the sector.

Tapping on the comparative advantage of the Government ministries and departments, independent commissions, UN agencies, the UWIANO Platform for Peace and CSOs, the implementing partners (IP) will enter into agreements to deliver on the overall objective of the programme. Through clear division of labour and coordination by the Programme Steering Committee (PSC), each partner will lead in realizing specific outputs and outcomes. The Technical Working Group (TWG) and Thematic Working Groups will lead programme planning, monitoring and evaluation, communication and knowledge management, coordinated by the NSC Secretariat.

Engagement of CSOs, CBOs, FBOs will leverage on policy and practice by way of SOPs, mainly in use by UNDP Amkeni Wakenya project. These SOPs have been successfully applied within a three-pronged innovative approach of Grant Making, Capacity Building, Learning and Knowledge Management.

Some of the best practice SOPs developed by Amkeni for both concept notes and call for proposals include:

1. Open publication in both online and print media, inviting prospective CSOs to submit grant applications.

2. The evaluation process, which entails three stages: administrative; application evaluation and upon shortlist and approval by the GAC; recommendations to PAC for award of meritorious and shortlisted CSOs.
3. Upon closure of the Call for concepts/Proposals (CfP), UNDP Administrative staff open the applications and carry out a verification check.
4. After administrative analysis, some applications are disqualified for various reasons: incompleteness, failure to meet the set criteria and or failure to adhere to the set evaluation criteria. This brings down the number to that of valid applications.
5. Thereafter, a Multi-Agency Grants Assessment Committee (GAC) to review, evaluate and rank the applications is formed. The committee comprises staff who work and have experience in the proposed areas of the CfP.
6. A report containing the entire evaluation process, detailed methodology, results of the evaluation process, overall conclusions and recommendations for consideration is presented to the Projects Approval Committee (PAC).
7. In the meantime, the PMU conducts public information forums and proposal writing workshops to build capacities of these CSOs.

All partners will ensure that at both the national and county level, programme delivery is cost-effective, leverages the existing excellent working relationships with national and county governments and the peacebuilding architecture, and strengthens capacities for conflict prevention, cohesion and peacebuilding. In addition to the existing mechanisms within the peace and security architecture, the programme will collaborate with the newly established regional blocs that seek to improve partnerships in peace, security and socio-economic development. The programme will invest in structures and partnerships that tackle the underlying causes of conflict and enhance the inclusion of those most left behind, notably women, young people, Persons with Disabilities (PWDs) and people living in marginalised areas. It will build institutional capacity through investment in Results-Based Management, planning and budgeting, M&E systems, gender analysis, coordination, research and documentation. In the devolved governance context, the programme will promote inter-government mechanisms for peacebuilding and strengthen partnerships with county level civil society organisations working with women, youth and PWDs, ensuring gender and inclusive governance are mainstreamed in peacebuilding interventions.

There will be a Programme Management and Coordination Unit (PMCU) comprising of technical staff including the Programme Manager, Programme Officer UNDP, Head of Programmes, NCIC, Research and Documentation Analyst, Early Warning Analyst, Gender Analyst, Communications Specialist, Procurement and Finance officers UNDP and Monitoring and Evaluation Specialist, Cluster Peace and Cohesion Coordinators, and representatives from Civil Society Organisations (CSOs). The PMCU will provide overall validation of work plans, monitoring and reporting as well as convening of project steering committee meetings. The Programme Management and Coordination Unit staff have a wealth of experience and are recognised in the Peace and Conflict sphere; this will ease coordination with other stakeholders in the sector. In preparation for the 2022 elections, Uwiano Platform for Peace will be reinvigorated, and additional personnel brought on-board to enhance existing capacities to monitor peace and conflict scenarios in the run-up, during and post-election periods.

All partners will ensure that at both the national and county level, programme delivery is cost-effective, leverages the existing excellent working relationships with national and county governments and the peacebuilding architecture, and strengthens capacities for conflict prevention, cohesion and peacebuilding. The programme will invest in structures and partnerships that tackle the underlying causes of conflict and enhance the inclusion of those most left behind, notably women, young people, Persons with Disabilities (PWDs) and people living in marginalised areas. It will build institutional capacity through investment in Results-Based Management, planning and budgeting, M&E systems, gender analysis, coordination, research and documentation. In the devolved governance context, the programme will promote inter-governmental mechanisms for peacebuilding and coordination.

IX. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (By frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1.1 Policies and legal frameworks for peacebuilding, conflict prevention, cohesion, violent extremism and community security formulated, strengthened and implemented at national and county levels	1.1.1 No of policies, laws, on peace, cohesion, community security and violent extremism, enacted, implemented and reviewed both at national and county levels.	MoICNG, NCIC, NSC, NCTC, NCRC, KNFP, KLRC, CSOs, County Governments	2	2018	1	2	2	1	6	Qualitative and Quantitative methods Risks: 1. Political good will 2. Inadequate funding
Output 1.2 Peace architecture for national and county levels strengthened and coordinated for sustainable peace, inclusion, cohesion, integration, and community security	1.2.1 Increase in capacity among partners, to coordinate and implement peace, inclusion, cohesion, integration, and community security programmes.	End Term Evaluation Report for the Deepening Foundations for Peacebuilding and Community Security Programme	7	2018	15	15	45	15	90	Quantitative and qualitative methods Risks: 1. Change management among partner institutions
	1.2.2. Reduction in incidences of intra and inter communal conflicts; political intolerance and hate speech.	Global Peace Index 2019 ²⁸	2.300	2019	0.054	0.018	0.043	0.037	2.148	Quantitative and qualitative methods Risks: 1. Insecurity 2. Changing political landscape 3. Political instability in neighbouring countries

²⁸ <https://www.searchnewworld.com/search/search2.html?partid=imnsknsch&p=global+peace+index+2019+kenya&subid=62212345>

Output 2.1 Promote inclusion and participation of Youth, PWDs, Women and other marginalized groups in alternative livelihoods, peace and security processes at all levels	2.1.1. Increase in the number of youth, women, PWD groups engaged in alternative livelihoods, peace and security processes	MoICNG, MoPSYGA, NCPWD, NCIC, NSC, CSOs, Counties	10	2018	4	5	7	4	20	Quantitative and qualitative methods Risks: 1. Inadequate funding 2. Lack of good will among actors
	2.1.2. Increased resilience among women, PWDs, youth and other marginalized groups.	MoICNG, MoPSYGA, NCPWD, NCIC, UNDP, NSC, CSOs	0	2018	5%	5%	10%	15%	35%	Qualitative and Quantitative methods Risks: 1. Inadequate funding 2. Fear among partners of losing their stake by working together 3. Insecurity
Output 2.2 Collaborative partnerships strengthened to prevent incidences of violence at community, county and national levels.	2.2.1 Reduction in number of incidences of violence during political processes	Kenya National Commission on Human Rights (KNCHR) ²⁹	25	2017	5%	5%	5%	5%	10%	Situational reports, Conflict assessment reports- quantitative and qualitative methods Risks: 1. Political incitement 2. Ethnic antagonism 3. Divisive political processes

²⁹ <https://www.knchr.org/Publications/Thematic-Reports/Civil-and-Political-Rights/Election-Related-Reports> Still a Mirage at Dusk - A Human Rights Account of the 2017 Fresh Presidential Elections

	2.2.2 Strengthened coordination and response during political processes	MoICNG, NSC, NCIS, CSOs, Counties	1	2018	15%	15%	10%	10%	50%	<p>Situational reports, - quantitative and qualitative methods</p> <p>Risks:</p> <ol style="list-style-type: none"> 1. Fear among partners of losing their stake by working together 2. Technological challenges 3. Poor mobile network coverage
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X. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost in USD
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Monthly, Quarterly, annually	Status of the project implementation will be reviewed and where there are deviations, corrective measures instituted by the management.	IPs, UNDP	-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly, annually	Risks are identified by project team and actions are taken to manage risks. The risk log will be maintained to keep track of identified risks and actions taken.	IPs, UNDP	200,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated into the project.	Continuous	Relevant lessons are captured by the project team and used to inform programming and decision making.	IPs, UNDP	200,000
Project Quality Assurance	The project will be assessed against UNDP's and IPs' quality standards to identify project strengths and weaknesses and, to inform programming and decision making.	Annually	Areas of strength and weakness will be reviewed by project team and used to inform decisions to improve project performance.	IPs, UNDP	65,000
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	IPs, UNDP	-
Project Report	Progress reports will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual	Quarterly, Annually, and at the end of the project period	The lessons learnt and evaluation report findings will be used to conceptualize future projects planning and	IPs, UNDP	20,200

	targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	(final report)	programming.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learnt with relevant audiences.	Bi-annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	IPs, UNDP	26,000

Evaluation Plan³⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	Joint (UNDP, GOK, CSOs)	Sustainable Peace building	CPD Outcome 2	2021	GoK, UNDP, DPs	US\$ 100,000
End-Term Evaluation	Joint (UNDP, GOK, CSOs)	Sustainable Peace building	CPD Outcome 2	2023	GoK, UNDP, DPs	US\$ 100,000

³⁰ Optional, if needed

XI. MULTI-YEAR WORK PLAN ³¹³²

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY		PLANNED BUDGET					
		2020	2021	2022	2023	Responsible party	Funding Source	Budget Description	Amount (USD)
Output 1.1: Policies and legal frameworks for peacebuilding, conflict prevention, cohesion, violent extremism and community security formulated, strengthened	1.1.1 Support development and review of policies, legal frameworks and strategic plans for implementing partners	50,000	40,000	40,000	20,000	MoICNG, NSC, KNFP, NCIC, NCTC, KLRC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	150,000
	1.1.2 Support advocacy towards policy formulation, implementation and review at national and county levels	50,000	40,000	40,000	20,000	MoICNG, NSC, KNFP, NCIC, NCTC, CSOs, KLRC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	150,000

³¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.1.3 Facilitate reviews of status of implementation of policies and legal frameworks for the implementing partners		20,000	15,000	15,000	MoiCNG, NSC, KNFP, NCIC, NCTC, KLRC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	50,000
Sub-Total		100,000	100,000	95,000	55,000				350,000
Output 1.2 Peace architecture for national and county levels strengthened and coordinated for sustainable peace, inclusion, cohesion, integration, and community security.	1.2.1. Stakeholder and actors mapping	40,000	0	0	0	MoiCNG, NSC, NCIC, NCTC, KNFP, SRIC, PfPS, PeaceNet IRCK, County based CSOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	40,000
	1.2.2 Capacity enhancement of the peace architecture to coordinate peacebuilding initiatives and mechanisms for dialogue, consensus building and reconciliation.	100,000	150,000	120,000	70,000	MoiCNG, NSC, NCIC, NCTC, KNFP, SRIC, PfPS, PeaceNet IRCK, County based CSOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	440,000

	1.2.3 Support to community outreach programs (intergenerational dialogue, public barazas, inter/intra ethnic dialogue and mediation, and community theatres).	100,000	80,000	100,000	80,000	MoICNG, NSC, KNFP, NCIC. SRIC PfPS PeaceNet IRCK, County based CSOs/CBOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	360,000
	1.2.4 Diversity conversations targeting academia, opinion shapers, youth representation, private sector and county and national governments, religious organisations	100,000	120,000	120,000	10,000	MoICNG, NSC, NCIC, NCTC, KNFP, SRIC, PfPS, PeaceNet IRCK, County based CSOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	350,000
	1.2.5 Disseminate research and knowledge products developed from the Deepening programme (ethnic audits, devolution study, impact of organised gangs on cohesion etc.)	100,000	100,000	0	0	MoICNG, NSC, KN SRIC PfPS PeaceNet IRCK FP, NCIC, NCTC.	UNDP, GOK, Development partners	Technical assistance, travel, learning costs Printing, procurement, learning costs	200,000
	1.2.6 Conduct regular national and sub-national conflict scans	80,000	80,000	150,000	40,000	MoICNG, NSC, KNFP, NCIC. SRIC PfPS PeaceNet IRCK	UNDP, GOK, Development partners	Technical assistance, travel, learning costs Printing, procurement, learning costs	350,000

	1.2.7 Revitalisation of County Conflict Analysis and Early Warning Group (CCAEWG) and County Peace Forums (CPF)	60,000	80,000	100,000	100,000	MoICNG, NSC, KNFP, NCIC. SRIC PfPS PeaceNet IRCK	UNDP, GOK, Development partners	Technical assistance, travel, learning costs Printing, procurement, learning costs	340,000
	1.2.8 Support south-to-south and triangular cooperation initiatives	60,000	80,000	80,000	20,000	MoICNG, NSC, KNFP, NCIC. SRIC PfPS PeaceNet IRCK, NCTC	UNDP, GOK, Development partners	Printing, Travel, learning costs, technical assistance	240,000
	1.2.9 Produce audits and status reports on distribution of resources and opportunities with respect to ethnic diversities and minority groups at national and county levels	60,000	50,000	50,000	40,000	MoICNG, NSC, KNFP, NCIC.	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	200,000
	1.2.10 Undertake social cohesion index, publish and disseminate.	200,000	100,000			MoICNG, NCIC.	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	300,000
	1.2.10 Facilitate trust and confidence building clinics between security and community	150,000	90,000	100,000	60,000	MoICNG, NCTC, NSC, KNFP, NCIC. SRIC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	400,000
	1.2.11 Hate Speech Management in Public and Social Media Platforms	100,000	80,000	100,000	80,000	MoICNG, NSC, NCIC.	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	360,000

	1.2.12 Conflict Prevention Targeted Peace Campaigns and Sensitization Programmes	150,000	150,000	300,000	100,000	MoICNG, NCTC, NSC, KNFP, NCIC, MCK	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	700,000
	1.2.13 Support commemoration of annual international, regional and national peace and security events	60,000	70,000	80,000	60,000	MoICNG, NSC, KNFP, UWIANO partners, IRCK, NSC, NCIC, SRIC, PfPS	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	270,000
	1.2.14 Support collection and destruction of illicit arms in circulation	100,000	100,000	100,000	70,000	MoICNG, NSC, KNFP, SRIC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	370,000
	1.2.15 Strengthen local actors capacity to benefit from income generating opportunities, peace dividends and grants	150,000	200,000	300,000	100,000	MoICNG, NCIC, NSC, IRCK, SRIC, PfPS, Peacenet Kenya, KNCCI, COG, County Governments	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	750,000
	1.2.16 Grants to CSOs/ CBOs at community levels	150,000	200,000	300,000	100,000	MoICNG, NSC, AMKENI WAKENYA	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	750,000
<u>SUB TOTAL 1.2</u>		1,760,000	1,730,000	2,000,000	930,000				6,420,000
Output 2.1 Promote inclusion and participation of Youth, PWDs, Women and other marginalized groups in alternative livelihoods, peace and security processes at	2.1.1 Support initiatives <i>on UNSCR 2250, 1325 and other subsequent resolutions</i> on Youth, Women, Peace and Security at national and county levels	100,000	150,000	100,000	50,000	MoICNG, NCIC, NCTC, NSC, NGEC, MoPSYGA, IRCK, PfPS, Peacenet Kenya, KRWPL, County Governments, learning institutions	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	400,000

all levels	2.1.2 Support forums targeting PWDs and other marginalized groups in peacebuilding, conflict prevention, cohesion, P/CVE, and community security initiatives	100,000	150,000	200,000	90,000	MoICNG, MoPSYGA, NCIC, NCTC, NSC, IRCK, PfPS, Peacenet Kenya, County based CSOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	540,000
	2.1.3 Support peace dividend projects at community levels	400,000	400,000	400,000	50,000	MoICNG, MoPSYGA, NCTC, NCIC, NSC, IRCK, PfPS, Peacenet Kenya, County Governments	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	1,250,000
	2.1.4 Support peace champions to enhance peace messaging.	50,000	50,000	80,000	80,000	MoICNG, MoPSYGA, NCIC, NSC, IRCK, PfPS, Peacenet Kenya, learning institutions	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	260,000
	2.1.5 Support trust building measures between the youth and security agencies	100,000	120,000	100,000	80,000	MoICNG, NCTC, NCIC, NSC, SRIC, KNFP, learning institutions	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	400,000
	2.1.6 Support arts, theatre, intergenerational dialogues, music, sports and environmental conservation for peace and development	150,000	100,000	100,000	70,000	MoICNG, NCTC, NCIC, NSC, IRCK, PfPS, SRIC, Peacenet Kenya, learning institutions	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	420,000

	2.1.7 Support implementation of County Action Plans (CAPs) on P/CVE	80,000	100,000	100,000	80,000	MoICNG, NCTC, NCIC, NSC, IRCK, PfPS, Peacenet Kenya	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	360,000
	2.1.8 Support rolling out of the Teacher's Guide to Child Safety Against Violent Extremism (CSAVE) to select public and private educational institutions	50,000	70,000	80,000	70,000	MoICNG, NCTC, NSC, NCIC, MoPSYGA	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	270,000
	2.1.9 Livelihood support and skills building programmes for at risk youth (male and female) in counties prone to violent extremism	100,000	150,000	100,000	80,000	MoICNG, NCTC, NSC, NCIC, NCTC, MoPSYGA	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	430,000
	2.1.10 Support training of inter-religious groups to drive PVE agenda	100,000	150,000	150,000	100,000	NCTC, NSC, NCTC, NCIC, NSC, IRCK, Peacenet Kenya, CSOs	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	500,000
	2.1.11 Support initiatives for formal, non-formal and informal learning institutions to embrace national values, cohesion peace and unity at national and county levels	80,000	70,000	60,000	50,000	NCIC, NCTC, NSC, NCTC, NSC, IRCK, Peacenet Kenya, MoPSYGA	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	260,000
<u>SUB TOTAL 2.1</u>		1,310,000	1,510,000	1,470,000	800,000				5,090,000

Output 2.2 Collaborative partnerships strengthened to prevent incidences of violence at community, county and national levels.	2.2.1 Strengthen the existing EWER system and enhance linkages with other EWER platforms	100,000	120,000	90,000	80,000	MoICNG, NSC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	300,000
	2.2.2 Revitalise the national conflict analysis group	60,000	80,000	80,000	80,000	MoICNG, NSC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	300,000
	2.2.3 Establish and operationalize County Conflict Analysis and Early Warning Group (CCAEWG)	80,000	100,000	100,000	50,000	MoICNG, NSC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	330,000
	2.2.4 Employ new media for crowd sourcing of information for effective early warning and response.	40,000	60,000	80,000	80,000	MoICNG, NSC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	260,000
	2.2.5 Establishment of Rapid Response Funds	100,000	120,000	200,000	150,000	MoICNG, NSC, KNFP, NCIC, IRCK, SRIC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	570,000
	2.2.6 Strengthened Advocacy Engagements with the Political Class	70,000	100,000	150,000	80,000	NSC, UWIANO Partners	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	400,000
	2.2.7 Support Observation and Monitoring of electoral processes	100,000	120,000	350,000	200,000	MoICNG, NSC, UWIANO Partners	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	770,000
	<u>SUB TOTAL 2.2</u>	550,000	700,000	1,050,000	720,000				3,020,000

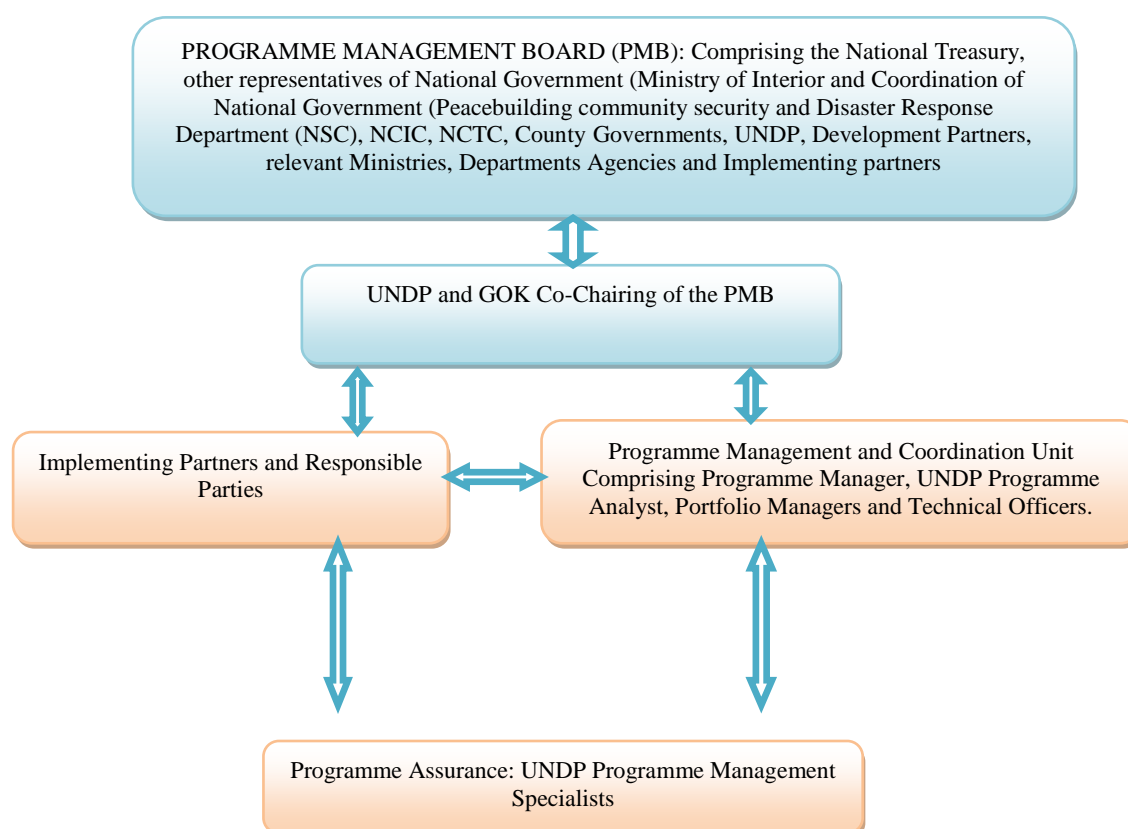
Output 2.3: Program Management, Monitoring and Evaluation <i>Gender marker: GEN2 – significant contribution to gender equality natural resources.</i>	2.3.1 Establish and equip a Program Management unit Project manager, project officer, monitoring, evaluation and learning officer, research and early warning and response specialist, regional conflict analysts (10), communication specialist.	420,000	420,000	420,000	420,000	MoiCNG, NSC	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	1,680,000
	2.3.2 Conduct program board and technical meetings at national and county levels.	20,000	20,000	40,000	40,000	MoiCNG, NSC, NCIC, NCTC, SRIC, PeaceNet Kenya, IRCK, PfPS. KNFP	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	120,000
	2.3.3 Develop M & E Framework and communication plan for the program	80,000	80,000			MoiCNG, NSC, NCIC, NCTC, SRIC, PeaceNet Kenya, IRCK, PfPS. KNFP	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	160,000
	2.3.5. Undertake Mid Term Evaluation		100,000			MoiCNG, NSC, NCIC, NCTC, SRIC, PeaceNet Kenya, IRCK, PfPS. KNFP	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	100,000
	2.3.6. Undertake End Term Evaluation				100,000	MoiCNG, NCTC, NSC, KNFP, NCIC.	UNDP, GOK, Development partners	Technical assistance, travel, learning costs	100,000

	2.3.7 Support Monitoring and Evaluation (3%)	127,200	139,800	152,250	91,950	MoiCNG, MOPSYGA, NCRC, NSC, NCIC, NCTC, NCPWD, SRIC, Peacenet Kenya, IRCK, PfPS. KNFP, County based CSOs, CBOs.	UNDP, GOK, Developme nt partners	Technical assistance, travel, learning costs	511,200
<u>SUB TOTAL 2.3</u>		647,200	759,800	612,250	651,950				2,671,200
<u>Total for outputs</u>		4,367,200	4,799,800	5,227,250	3,156,950				17,551,200
Evaluation (as relevant)	EVALUATION								
General Management Support (GMS) -8% of the Grand total		349,376	383,984	418,180	252,556				1,404,096
Direct Project Costing (DPC) -4 % of the Grand total		174,688	191,992	209,090	126,278				702,048
Grand total		4,891,264	5,375,776	5,854,520	3,535,784				19,657,344

XII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism. This section should specify the minimum frequency the governance mechanism will convene (i.e., at least annually.)

Figure 1: Programme Management Structure (Organogram)



XIII. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]³³.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

³³ Use bracketed text only when IP is an NGO/IGO

Special Clauses. In case of government financing through the project, the following should be included:

Please insert the schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.
2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to ____%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

XIV. ANNEXES

1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2		
	1			
	Evidence Project ToC is linked to the Programme outcome 2 on Peace and Security. Specific project outputs area also linked to the project.			
2. Is the project aligned with the UNDP Strategic Plan?	3	2		
	1			

<ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan³⁴ and adapts at least one Signature Solution³⁵. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan³⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	<p>Evidence</p> <p>Project contributes to the following 2 areas of the SP b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises</p>	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes	No
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	2
	1	
	<p>Evidence</p> <p>Focus is on the marginalized and vulnerable groups including women, youth, Persons with Disabilities (PWDs) and people living in marginalised areas.</p>	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>Lessons from previous project have been included especially by ensuring adequate upstream policy and downstream work on addressing root causes of conflict. Significant resources will be dedicated to the downstream work.</p>	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> 	3	2
	1	
	<p>Evidence</p> <p>Stakeholder analysis has been undertaken. Partnerships include Government, CSOs, UN Agencies. However, greater analysis on the role of partners and</p>	

³⁴ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

³⁵ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

<ul style="list-style-type: none">• 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.• 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	communication strategy should be further elaborated.	
PRINCIPLED		
7. Does the project apply a human rights-based approach? <ul style="list-style-type: none">• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i>• 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i>• 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
8. Does the project use gender analysis in the project design? <ul style="list-style-type: none">• 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i>• 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i>• 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence Gender analysis has been undertaken, but there should be greater analyses on the gender results and disaggregation of indicators.	
9. Did the project support the resilience and sustainability of societies and/or	3	2
	1	

<p>ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>Evidence</p> <p>The project has incorporated work to integrate environmental issues in the design, mainly as drivers of conflict.</p>	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
MANAGEMENT & MONITORING		
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. 	1	
	Evidence	
	3	2

<ul style="list-style-type: none"> • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>									
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1"> <tr> <td>3</td><td>2</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2">Evidence</td></tr> </table>	3	2	1		Evidence			
3	2								
1									
Evidence									
EFFICIENT									
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<table border="1"> <tr> <td>Yes (3)</td><td>No (1)</td></tr> </table>	Yes (3)	No (1)						
Yes (3)	No (1)								
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project's budget is at the activity level with funding sources, when 	<table border="1"> <tr> <td>3</td><td>2</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2">Evidence</td></tr> <tr> <td colspan="2">There is no clear funding plan, and a fundraising strategy needs to be developed.</td></tr> </table>	3	2	1		Evidence		There is no clear funding plan, and a fundraising strategy needs to be developed.	
3	2								
1									
Evidence									
There is no clear funding plan, and a fundraising strategy needs to be developed.									

<p>possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.</p> <p><u>1:</u> The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</p>	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> <u>3:</u> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) <u>2:</u> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. <u>1:</u> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<div>3</div> <div>2</div>
	<div>1</div>
	<div>Evidence</div>
EFFECTIVE	
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> <u>3:</u> Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) <u>2:</u> Some evidence that key targeted groups have been consulted in the design of the project. <u>1:</u> No evidence of engagement with targeted groups during project design. 	<div>3</div> <div>2</div>
	<div>1</div>
	<div>Evidence</div>
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	<div>Yes (3)</div> <div>No (1)</div>
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	<div>Yes (3)</div> <div>No (1)</div>
	<div>Evidence</div> <div>All Outputs have GEN 2 Marker</div>
SUSTAINABILITY & NATIONAL OWNERSHIP	
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> <u>3:</u> National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. <u>2:</u> The project has been developed by UNDP in close consultation with national/regional/global partners. 	<div>3</div> <div>2</div>
	<div>1</div>
	<div>Evidence</div> <div>Project has been designed by key national partners including NSAs</div>

<ul style="list-style-type: none"> • 1: The project has been developed by UNDP with limited or no engagement with national partners. 		
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	3	2
	1	
	Evidence Project has an output on capacity development and institutional strengthening.	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)

Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

2. Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

#		Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	Political Risks	Polarization around political processes: Boundary review, census, referendum, the fate of electoral management body, succession politics	Political	There is a high likelihood that the many political events will disrupt peace programming in the country. Heightened Polarization along ethnic lines. P = 5 I = 5	Support consensus and dialogue among the political actors and parties. Continuous monitoring of the political environment and activities in the country.	Ministry of Interior and Coordination of National Government (MoICNG). Political leadership ORP EMB, Political parties
2	Institutional	Change of	Operational	Changes in	Succession	MoICNG,

	risks	management / reorganization, Human resource capacities/ staffing issues, bureaucracies	and Organizational	leadership may affect timely implementation of programme interventions. P = 3 I = 4	management and capacity development/ mentorship.	UNDP, IPs
3	Financial risks	Inadequate financial resources,	Financial	Inadequate resources would lead to non-achievement of desired outcomes. P=3 I=5	Diversification of resource mobilization from development partners. Governments (national and county) contribution to the process. Observe austerity measures. Ensure compliance with the Public Finance and Management (PFM), Public Procurement and Disposal Act of (PPDA) of 2015 and other Institutional financial and procurement management regulations	MoICNG UNDP IPs
4	Legal risks	Policy changes;	Regulatory	Changes in the existing legal contexts might slow down the execution of peace and security architecture P=3 I=3	Compliance with the law. Lobby for political goodwill.	MoICNG IPs
5	Socio-cultural risks	Moranism; Cattle rustling; GBV;	Socio-cultural	Lead to occurrence of violence, loss of lives and property which might derail	Awareness creation. Lobby for	MoICNG IPs

				achievement of programme outcomes in affected communities. P=2 I=2	implementation of policies.	
6	Security risks	Criminal gangs; Militia; Proliferation of illicit SALW; Terrorism; Violent extremism;	Security	Lead to occurrence of violence, loss of lives, and polarization of affected communities which might derail achievement of programme outcomes. P=3 I=5	Continuous research to inform policy making. Enhance policy implementation. Regular sensitization Engagement and empowerment of the youth. Combat proliferation of illicit SALW	MoICNG IPs
7	Environmental risks	Climate change; Natural disasters; Human-wildlife conflict; Natural resources management ;	Social and Environmental	Climatic changes are likely to trigger national disasters, increased human-wildlife conflict incidences and depletion/competition of natural resources leading to increased conflict levels amongst communities. This is in turn leads to changes in programming. P=3 I=3	Climate change adaptation. Lobby for policy formulation and implementation. Enhance partnerships with line MDAs and stakeholders. Establishment of Rapid Response kitty.	MoICNG Ministry of Environment and Natural Resources Ministry of Mining and Petroleum Ministry of Tourism IPs
8	Technological risks	Cyber crime; Fake news; Connectivity; Hate speech perpetuated through Social Media	Technological	Fast changing advancements in technology is likely to affect existing Early Warning and Early Response (EWER)	Capacity building. Continuous sensitization and awareness creation on	MoICNG National Police Service Directorate of Public

		platforms;		mechanisms. P=2 I=4	the EWER mechanisms. Adaptation to changing technology.	Prosecution Mobile service providers Communications Authority of Kenya Media Ministry of Information, Communication and Technology IPs
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3. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

	Partner	Date of micro-assessment	Rating ³⁶
1	NSC	Q1 - 2019	Low risk
2	NCIC	Q1 - 2019	Low risk
3	NCTC	Q3 - 2017	Low risk
4	IRCK	Q1 - 2019	Low risk
5	SRIC	Q1 - 2019	Moderate risk
6	PeaceNet	Q1 - 2019	Moderate risk
7	PfPS	Q1 - 2019	Moderate risk

4. Project Board Terms of Reference and TORs of key management positions

Project Board/Project Steering Committee (PSC): Functions of the PSC shall include: identifying and proposing programme activities and budgets, approving work plans presented by executing partners, coordinating programme implementation, monitoring and reporting and proposing and approving changes in activities and implementation.

Project Assurance Unit: Responsible for coordination, monitoring, and reporting of project activities. It shall develop guidance under the leadership of the UNDP Kenya Team Leader and Country Management Team to provide quality assurance of project delivery. Specific role will include: a) Ensuring *adherence* to the business case outlined in the project on behalf of the PSC; b) Monitoring the compliance with user needs and expectations; c) Carrying out supply assurance through spot-check of deliverables and outputs; and d) Reviewing the quality of deliverables.

Project Management Unit (PMU): The PMU will be led by the Ministry of Interior and Coordination of National Government (MoICNG) comprising the National Steering Committee on Peacebuilding and Conflict Management (NSC), the National Cohesion and Integration Commission (NCIC) and the National Counter Terrorism Centre (NCTC). The PMU will ensure the day-to-day management of the

³⁶ Low, moderate, significant, high risk rating

Project, including delivery of project outputs as outlined in the project document; identification of and obtaining any support and advice required for effective management, planning, and control of the project; reporting progress through regular updates; and being responsible for project monitoring.

TORs for the key national project personnel are as follows:

- **Project Manager (1 at IP):** to manage the project and its deliverables, as well as provide coordination and day-to-day implementation; ensure coherence and complementarity among project partners.
- **Project Officer (1 at UNDP):** Supports management and quality assurance of the project, timely and efficient delivery of the project inputs and outputs; as well as donor reporting.
- **Monitoring, Evaluation and Learning Specialist (1 at IP):** responsible for coordinating monitoring and evaluation of results, research, documentation and reporting.
- **Research, Conflict Early Warning and Response Specialist (1 at IP):** coordinates data collection and analysis, including early warning and response mechanisms.
- **Regional Conflict Analyst (10 Analysts based in regions):** The programme will adopt a regional approach to cover ten regions³⁷.
- **Communication Specialist (1 at IP):** Responsible for coordinating knowledge management and communication.

The project will receive support from UNDP through the following positions, which will be charged through Direct Project Costs (DPC) for the time spent directly attributable to the implementation of the project:

- **Team Leader:** Responsible for strategic guidance, technical inputs and direction to the project team, in coordination with UNDP senior management and national project counterparts and ensuring effective linkages with other similar initiatives and projects.
- **Programme Analyst:** provide quality assurance of project delivery, including ensuring *adherence* to the business case outlined in the project; compliance with user needs and expectations; Carrying out supply assurance through spot-check of deliverables and outputs; and reviewing the quality of deliverables.
- **Finance and Operations Manager:** Responsible for administrative quality assurance, advising and verifying procurement and human resources processes for the needs of the project. Responsible for monitoring of effective delivery of administrative services to the project and managing external relations related to all operational aspects of the project.
- **Finance Associate:** Responsible for providing support in preparation of budgets and supporting overall financial monitoring and reporting for the overall action; assisting the project team in preparation of financial transactions and appropriate project reports.
- **Procurement Associate:** Responsible for providing support in identification of procurement modalities, facilitating quality, transparent, effective and fast procurement processes; supporting the project in the launch and publicity of procurement processes; advising in project procurement evaluation processes; supporting in negotiations with potential contractors (as needed); assisting in the process of contracting, monitoring of contracts.
- **Human Resources Associate:** Responsible for recruitment of staff and project personnel, as well as providing advice on conditions of services and carry labour relations activities, as appropriate.
- **Driver:** provides transportation services to project staff.

³⁷ Central Rift, South Rift, North Rift, Nairobi, Nyanza, Western, Eastern, North Eastern, Coast, Central.

5. Annex: Proposed Partners and Responsible Parties

Organisation	Coverage	Comparative advantage
Ministry of Interior and Coordination of National Government	National	Line ministry for matters peace and security in the county.
Ministry of Public Service, Youth and Gender Affairs	National	Ministry charged with youth and gender affairs; has Youth and Gender Officers across the country.
National Steering Committee on Peacebuilding and Conflict Management (NSC)	National, County and Community level	Has the coordination mandate of both state and non-state actors, as well as Institutional framework for peace infrastructure in Kenya.
National Cohesion and Integration Commission (NCIC)	National	Has broad based programs on peace building with national and grassroots coverage. Has an advantage on management of hate speech and promotion of cohesion among communities.
National Counter Terrorism Centre (NCTC)	National	NCTC is a multi-agency instrument primarily of security agencies built to strengthen coordination in counter terrorism. The Security Law Amendment Act 2014 established the NCTC in law, however it has existed since 2004 when it was created by a decision of the Cabinet.
National Crime Research Center (NCRC)	National	A state corporation that carries out research into the causes of crime, its prevention and disseminates research findings and recommendations to agencies of Government concerned with the administration of criminal justice, with a view to enhance their policy formulation and planning.
Kenya National Chamber of Commerce and Industry (KNCCI)	National and counties	KNCCI brings together members of the business community, including private sector associations that are membership-based, and is multi-sectoral in its approach to issues. Membership is diverse and its national governing council representation is inclusive. It provides a forum to engage government on cross-cutting issues on private sector development. The Chamber is an autonomous, non-profit, membership-based and private sector lobby institution. It has a countrywide outreach of 47 County Chambers, and over 10,000 members countrywide, through which the activities and services are extended to the entire business community, and to all sectors of the economy.
Kenya National Focal Point on Small Arms and Light Weapons (KNFP)	National, County and Community level	KNFP mandate is to control and prevent proliferation on small arms and light weapons in the country, thus addressing the nexus between peace and security.
Security Research and Information Centre (SRIC)	National, County and National Level	Its mandate revolves around crime observatory, assessment, research work that inform peace building and programme design.
Inter-Religious Council of Kenya (IRCK)	National, County and	Has a vast network from national to grass root level that brings together faith-based organizations in one platform.

	National Level	
National Council for Persons with Disabilities (NCPWD)	National	The Council representation is drawn from key government Ministries and organizations of/for persons with disabilities (PWDs). It has a critical network of PWDs and works towards advocating and mainstreaming disability programming.
Learning institutions	National and County Level	The programme will collaborate with learning institutions, including Technical and Vocational Education and Training (TVET) institutions, universities at national and sub-national levels to innovatively address youth issues.
Peace and Development Network Trust (PeaceNet Kenya)	National and County Level	PeaceNet Kenya is a national networking and partnership building organization providing a platform for CSOs, and other peace actors committed to collaboration and mobilization of national and regional initiatives for peace building, promotion of justice and conflict transformation.
Partnership for Peace and Security (PfPS)	National	Has speciality in issues on women, peace and security especially in ensuring that women participate substantively on issues of conflict prevention, management and resolution
County based CSOs/CBOs	County and Community Level	These are very instrumental in ensuring community level engagement and impact.
Kenya Law Reform Commission (KLRC)	National	The Commission has a statutory and ongoing role of reviewing all the laws of Kenya. KLRC brings on board expertise in drafting and reviewing policies and other legal frameworks that may arise from this programme.

6. Peace Committees Governance and Leadership Structure

6.2.1: Constitution

- The effective operation of any Peace Committee partly depends on the existence of a Constitution.
- Peace committees may have the discretion to register as a civil society organization for purposes of fundraising from non-government sources.

6.2.2: Composition

- Peace Committees are hybrid institutions that bring together synergies between traditional and formal mechanisms for conflict resolution;
- Their composition should embrace the two-thirds constitutional gender rule as well as community representativeness;
- The composition shall be drawn from CSOs, women, youth, differently abled persons, private sector, and any other institution, organization or body that may be useful in the peace process mandated to determine parameters for tasks in the Sub-County, in consultation with the Sub-County Security Intelligence Committee (SCIC); and
- The community representatives should be drawn from all the administrative Divisions of the Sub-County.

6.2.3: Selection Criteria

- Recognizing the diversities of cultures across the different Sub-Counties, it is recommended that stakeholders decide on suitable modalities of selection, bearing in mind the situation on the ground, uniqueness of contexts and the constitutional two-thirds gender rule.
- Stakeholders in any Sub-County are required to audit and review the performance of their associated Peace Committee from time to time and make necessary adjustments.
- To guard against vested interests and influence, Peace Committee members shall neither be holders of political offices nor aspiring candidates for political office.

6.2.4: Leadership Qualities

For one to be considered a member of a Peace Committee, he/she should display good leadership qualities, including the following:

- Inspire respect from the community;
- Have diverse knowledge in peace building and conflict management;
- Have openness and willingness to learn and adopt new ways of working;

- Be impartial and non-partisan in decision making;
- Have willingness to sacrifice time, energy and resources;
- Be a good listener and communicator;
- Be committed to peace;
- Have respect for human rights.
- Have the ability to exhibit resilience:
- Be ready and willing to consult;
- Be imbued with honesty and integrity;
- Known for impartiality and neutrality, and without biases, including those based on ethnicity, religion, politics, sex, etc.

However, illiteracy should not be used to lock out good and potential peace builders.

6.2.5: Tenure of Office

- ☐ It is preferable that Peace Committees clearly set out their terms of office in their respective constitutions. Preferably, Peace Committees shall conduct elections after every three (3) years to guard against their linkages to the political/electoral processes in Kenya. Such elections should be done in a staggered manner so as to retain the institutional memory of the Committees. That is, the entire Committee should not be replaced in any given election.

6.2.6: Termination of Membership

A member of the Peace Committee shall lose membership in the event that:

- There is misuse of office;
- There is loss of confidence arising from any deviant, undesirable and questionable behavior and conduct;
- There is public demand that the official/member no longer upholds the ethics and principles of peace work;
- He/she aspires to occupy a political office. Such a member or official should resign or be removed from office forthwith; and
- Each Peace Committee shall clearly stipulate in their constitutions the process of removal of a member from the PC.

6.2.7: Incentives

Peace work is a vocational activity that requires volunteerism. However, it may be supported by government, civil society, CDF, local authorities, trade unions, business sector, private sector, other development partners as well as the general community in discharging their responsibilities. Reward, honors, awards and commendations shall be encouraged.

6.2.8: Decision-Making

Two-thirds (2/3) of members shall form a quorum for decision making. However, one-half (1/2) of members or the executive can make decisions during emergencies. What constitutes an emergency shall however be clearly defined by each PC to guard against members of the executive arrogating themselves decision-making owing to lack of PC quorum.

7.0: Sub-County Peace Forums (SCPFs)

Membership: Sub-County Heads of National Government Departments, Members of Parliament (MPs) Representatives of DPCs, Women Organization, Faith Based Organizations, National Civil Society, Private Sector Organizations, Media Organizations, Representatives of Local Authorities, Heads of Parastatals

7.1: Roles and Responsibilities

- Facilitate and coordinate implementation of peace and nation building programs and strategies in the Sub-County/Constituency;
- Design and approve Sub-County/Constituency plans on peace and nation building;
- Mobilize resources for implementation of peace and nation building programs;
- Conduct monitoring, evaluation and reporting of peace and nation building programs;
- Report on the progress of the peace and nation building programs to the County Peace Forum; and
- Serve as a forum for feedback of results in Sub-County/Constituency

8.0: Other Lower Level Peacebuilding and Conflict Management Structures

Membership: Opinion leaders, FBOs, Community Leaders (Women, Men and Youth)

8.1: Roles and Responsibilities

- Identify and prioritize specific areas of dialogue;
 - Determine the objectives of the civic dialogue;
 - Promote the constitutional two-thirds gender rule in the peace and national building infrastructure;
 - Develop the dialogue format and program;
 - Co-ordinate the citizen dialogue;
 - Briefing the SCPCs on their activities and programmes;

- Monitoring, Evaluation and reporting mechanisms;
- Documenting lessons learnt and emerging best practices; and 7 Mainstream transformative leadership values and ethics.

6.2.9: Peace Structure Organogram

