REPUBLIC OF KENYA

OFFICE OF THE DEPUTY PRIME MINISTER
& MINISTRY OF FINANCE

Ref. EA/TA 107/78/05 'AAH'   29th December, 2010

The Country Representative
United Nations Development Programme (UNDP)
United Nations Complex
Gigiri, Block Q
P. O. Box 30218 – 00100
NAIROBI

RE: GoK/UNDP PROGRAMME ON CONSOLIDATING THE PEACE PROCESS
     AND ESTABLISHING THE FOUNDATIONS FOR A SUCCESSFUL
     POLITICAL TRANSITION IN KENYA: 2011 – 2013

The Ministry of Provincial Administration and Internal Security submitted the mentioned programme document for counter signing by the Permanent Secretary/Treasury.

The Permanent Secretary has signed the four (4) original copies, and are enclosed herein for your signature. Once signed, please return one copy to us, one to the Ministry of Provincial Administration and Internal Security and retain a copy for your reference.

Thank you for your continuous support.

Nimrod Mate
UN Agencies/PCU Division
FOR: PERMANENT SECRETARY/TREASURY

UNDP
Nairobi Kenya
DATE 4 JAN 2011
FILE: Ken/09/702
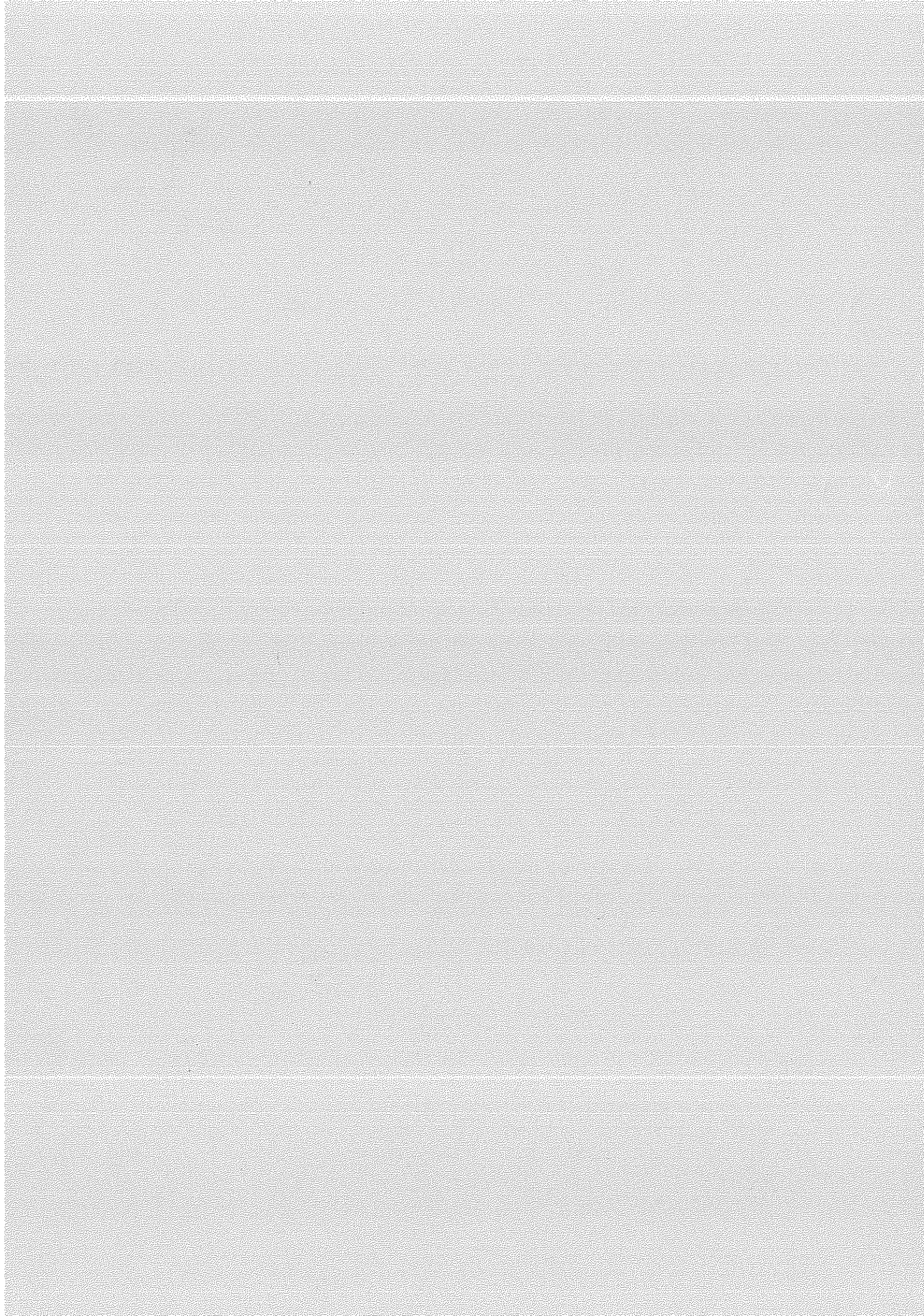
UNITED NATIONS DEVELOPMENT PROGRAMME

CONSOLIDATING THE PEACE PROCESS AND ESTABLISHING THE FOUNDATIONS FOR A SUCCESSFUL POLITICAL TRANSITION IN KENYA: 2010-2013.

PROJECT DOCUMENT

Annual Work Plan
Country: Kenya

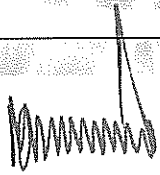|	
UNDAF Outcome(s):	**2.2** Reduction of humanitarian impact and risk of natural and human-made disasters by 2013
Expected CP Outcome(s):	**4.2.1** National Plans & Policies for conflict and disaster management operationalised and capacity developed at national and district level & **4.5** Gender, equality and human rights
Expected CP Output(s):	Community participation in conflict transformation, community security, cohesion and reconciliation, reduction of small arms proliferation, disaster management, and peace building improved with the role of women and youth mainstreamed.
Implementing partner:	Government of Kenya, National Steering Committee on Peace building & Conflict Management, and statutory organisations, NGOS & Civil Society
Other Partners:	The Uwiano Platform for Peace, National Cohesion and Integration Commission, Kenya Partnership for Peace & Security (KPfPS), Civil Society Organisations, Maendeleo ya Wanawake, Ministry of Youth Affairs & Spots, Ministry of Development of Northern Kenya

Project Summary

The three-year peace building and conflict prevention Programme document reflects the outcomes of UNDAF (2.2) and CPAP (4.2.1) outlined above and more specifically aims to consolidate the successes of previous interventions through supporting the strengthening of national capacity for conflict prevention; strengthening and expanding the coverage of district peace committees; supporting civil society activities to anticipate and prevent violence around the next national elections in 2012; responding to the challenges posed by the proliferation of small arms and light weapons; strengthening national cohesion and integration and mainstreaming the role of women in peace building and conflict prevention and the youth in violence prevention and peace building in Kenya.

To achieve the outcomes and outputs, the programme will support implementation of various activities for example: training workshops; research and documentation through consultancies, travel, procurement of goods and services, human resources, procurement of equipment and other necessary activities provided for in the document and specific work plans.

Programme Period: **2010-2013**	Estimated Total 3 years Programme budget: <u>USD</u> <u>12,428,571.4</u> (Year 1: USD 4,797,142.9; Year 2:USD4, 884,285.7; Year 3: USD2, 297,142.9)
Programme Component: Security from Natural and Man-made Disasters	
Intervention Title: consolidating the peace process and establishing the foundations for a peaceful political transition in Kenya 2010-2013	Allocated resources: **12,428,571.4**
Budget Code:	Government Regular (Country office) USD 3,000,000 BCPR USD 3,000,000 Other Donors USD 6,428,571.4 Unfunded budget:
Duration: **3 years**	

Agreed by

	Signature	Date
Ministry of State for Provincial Administration and Internal Security **Mr. Francis T. Kimemia,CBS., Permanent Secretary**		22/12/2010
Ministry of Finance **Mr. Joseph Kinyua, CBS., Permanent Secretary**		24 -12 - 2010
UNDP Kenya **Mr. Alfredo Teixeira, Country Director, *a.i***		5-01-2011

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I: Background and Context- Current challenges

1. Until recently, Kenya was regarded as an oasis of peace in a very unstable region. While its neighbours were wracked by armed conflict and violence, Kenya was the hub for regional and international humanitarian and mediation efforts to bring those conflicts to an end. The general and presidential elections of 2007 in Kenya were the triggers for unleashing hitherto suppressed anger and animosities that resulted in violence targetted at ethnic groups across many parts of the country. This resulted in the deaths of 1,500 people and the displacement of more than 500,000 others. The post-elections violence merely demonstrated the deep-seated structural and other contexts and problems that have shaped and defined the state and the nature of its interactions with the citizens. There is a historicity of violence, displacement, poor governance and insecurity that is largely unaddressed which remain the biggest challenges facing the state today. The most critical and strategic challenges facing Kenyan today are the following:

Poor leadership and lack of trust and confidence among political actors

2. A legacy of Kenya's authoritarian past is that it has inherited a male-dominated leadership that is self-serving and interested in self and group promotion and protection, rather than in the delivery of public goods and services. This is clearly manifested in political discourse which is based on outbidding, competition and manipulation rather than collaboration. Given the pervasive presence of the state in both the public and the private sphere, political competition remains zero-sum, as access to public office largely determines economic opportunities and aggrandizement. Political behaviour is therefore extreme, relying on vote manipulation and violence meted out by militias and armed groups, which has also served to discourage women's participation in politics. . This provides the context for the violence in 2007/2008. Politicians present themselves as ethnic champions, and through such mobilisation can deploy or facilitate violence for the protection of group interest and privileges. The lack of trust and confidence has also permeated the civil service and other levels of leadership such as the faith community, civic and business leaders. A sizeable percentage of members of parliament are new, and represent a potential for developing and catalysing a new cadre and ethos of leadership.

Armed violence, insecurity and the legacy of the post-elections violence

3. The post election violence swept through six out of eight provinces in Kenya; Nairobi, Rift valley, Central, Western, Nyanza and Coast leading to deaths, injuries, high incidences of sexual and gender based violence (SGBV), displacement of people

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(especially women and children) and loss of property. Security has become a critical issue of concern in most parts of Kenya in the aftermath of the elections. Numerous militias groups which were active during the post elections crisis are now engaged in acts of banditry and criminality, including racketeering, extortions and kidnapping for ransom. They are outside the control of their political godfathers, and could still be mobilised on behalf of their communities if the need arises. In addition, given the prevailing uncertainty about the future, there is an arms race taking place in many of the communities as they seek to mobilise the arms to protect themselves and their community members in case violence erupts over the next general elections. In addition, there are numerous reports that various gangs and militia groups are acquiring arms[1]. The risk of violence remains high and initiatives to prevent and reduce violence and enhance security will be a critical part of any support to promote consolidation of the peace.

Small arms and Light weapons in the pastoralist communities

4. The situation of small arms and light weapons is visible in the pastoralist communities of North Eastern and North Western Kenya, including the districts of Garissa, Mandera, Wajir in North Eastern Kenya, and Turkana, West Pokot/Marakwet and Baringo in Upper Rift Valley, Samburu, Marsabit, Isiolo and Moyale in Upper Eastern Kenya. These regions are characterized by a drought-prone environment in which basic resources are scarce. The problem is aggravated by environmental degradation, which in turn has increased competition for access to resources and control of livelihoods. Access to water is a particular concern, which also impacts on the capacity to keep livestock and generate income. The proximity to a number of the region's conflict zones, and the absence of effective border controls, has rendered these regions easy trading and passage points for illicit weapons. The pastoralist communities generally fall beyond the reach of official governance institutions, and have a history of tension among themselves as well as with non-pastoralist settlements. The history of tensions coupled with fierce competition for scarce resources, widespread availability and ownership of firearms, low capacity of rule of law institutions and general socio-economic misery has produced a fragile environment that is highly conducive for arms proliferation. At the same time, these conditions are self-reinforcing, and the high level of insecurity makes the possession of firearms a necessity for economic activity. This is exacerbated by the pressures exerted on young men to prove their manhood by their elders, women and their own peers,

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[1] UNDP Kenya commissioned a study on the proliferation of arms in the North Rift which concluded that all the communities are arming and that the arms race is driven by fear of what other communities are doing and planning. This study was further collaborated by another study commissioned by DFID which came to the same conclusions.

which is measured against wealth, gun ownership and capacity to kill.[2] The ensuing violence is as such a direct cause of the poor state of development in these regions. The result is a negative spiral of armed violence and underdevelopment which needs to be addressed and reversed for any development to be viable.

Reconciling divided communities

5. A history of deprivation and marginalization of certain communities and ethnic groups has created an overwhelming public perception and belief that other communities have been unfairly privileged by the state in the allocation of public goods and services. This sense of exclusion has also been at the root of the public anger over the management of political transitions as accepted national wisdom is that unless one's ethnic group controls political power, there is likelihood that they will be excluded in development allocation. The post-election violence, which included SGBV as a weapon, was therefore largely marked by attacks on communities perceived to have benefitted unfairly from development allocation to the detriment of the others. There is widespread suspicion and polarisation among and between communities. At the height of the post-election violence, families were forced to separate if the spouses came from different ethnic groups. Reconciling the different communities and strengthening the sense of Kenyan identity will remain a continuing challenge for the future that if not well addressed will impact negatively on the next political transition.

Addressing inequities and managing the youth challenge

6. As a result of the neglect of many communities especially those in the outlying areas of the North Rift, Upper Eastern and the North Eastern Provinces, there is very little economic opportunity available to the youth and the women. Steeped in a culture of pastoralism which does not require western education, the need for alternative forms of livelihood or the modernization of their lifestyle, the youth from those communities are frozen in a twilight zone of limited opportunities. Cultural stereotypes regarding livelihoods activities also act as a barrier, for example inflexible notions of masculinity prevent many men from engaging in trade or market-related activities, which are considered "women's work" in certain communities. With the drought and other environmental conditions that have become chronic, economic opportunities are eroded, and their existence is marked by real deprivation. The alternative for these youths is to engage in cattle rustling and other forms of illegal activity accompanied by attacks on victim villages and the killing of women and children.

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[2] The Case of Kenya: Gender Dimensions of Violence (2009)

II: UN Assistance for Kenya in responding to these challenges

7. Since 2002, with the political transition that ushered in a new government, UNDP has been providing support to the government of Kenya to establish and/or strengthen institutions to develop and sustain national capacity to anticipate and manage violence and conflict; to respond more pro-actively to incidents of crime and violence occasioned by the use of small arms and light weapons, and to develop capacity to respond to the structural issues behind the violence. In the run-up to the 2007 general elections, UNDP provided support for training programmes and other capacity development activities that supported the political parties, parliamentarians, women's and youth groups, the media, community and civil society organisations, among others, to develop rules of conduct for political party campaigning and mobilisation; strengthened media capacity in conflict and elections reporting; led to the establishment of a civil society network, the "partnership for Peace" which became the umbrella coordinating framework for CSO activities towards peaceful election; organised training programmes and briefings for women groups and strengthened their role in the resolution of conflict around the elections at the community level, and supported the government to establish/strengthen district peace committees in key areas.

8. These activities were largely successful. The elections took place peacefully across the country. The problems began with the collation and announcement of election results. It became apparent that sufficient thought had not been devoted to planning for the outbreak of violence around the elections or containing it. However in communities with functional district peace committees, the evidence showed that they managed to bring the violence under control very quickly or contributed to preventing the escalation of violence. In the immediate aftermath of the post-elections violence, the UN under the auspices of the Interagency Framework Team for Preventive Action, the UN's internal body for developing integrated support or national conflict prevention efforts, the UN Development Programme (UNDP) and the Department of Political Affairs (DPA), led the preparation of three two-year interagency projects to assist with the development and application of national capacities for the prevention and reduction of violence and conflict; for containing the flow of small arms and light weapons and supporting the implementation of the peace agreement, in particular the structural reforms envisaged under the Agenda Item 4 issues, respectively. With a closing date of June 2010, the projects have functioned at the following levels:

Developing national capacity for conflict prevention
9. Support was provided to the National Steering Committee on Peace Building and Conflict Management to strengthen its management and processes through the deployment of a project coordinator and project staff. Better coordination, reporting and exchange between

the NSC and its partners has contributed to increased visibility for its activities, and more collaboration between state institutions and non-state actors in developing national capacity for peace building and conflict prevention. 50 District Peace Committees (DPCs) have been established with a 1.3 gender ratio, equipped with office and other equipment and the membership trained in conflict transformation skills. Each DPC has developed an annual work plan and budget with support provided for implementing the work plans. Additionally, support was provided for developing and implementing a framework for early warning and early response activities. Increasingly, NSC is putting out early warning alerts, supporting provincial administrators to conduct assessments of the situation in volatile areas, and implementing remedial actions. While a lot still remains to be done, many of the DPCs have developed substantial capacity that they have become critical interlocutors within their districts in preventing and resolving potentially divisive conflicts and managing tensions. Conflict assessments in the eleven communities with the worst levels of violence during the post-elections crisis are being conducted to enable targetted design and implementation of interventions to prevent future violence. Between 2008 and April 2010, more than 450 provincial administration officers and police officers were trained in conflict prevention and are increasingly deploying these skills in preventing local level tensions and conflict. Capacity has been developed at the Kenyan Institute of Administration to regularly offer training programmes in conflict prevention to public officers. A draft national policy on peace building and conflict management, encompassing the establishment of a national peace commission has been developed. It is awaiting consideration by the Cabinet. Support was provided to civil society to resuscitate the "Partnership for Peace and Development" so as to better coordinate civil society activities in preparing for potential conflict and violence in the forthcoming referendum and the 2012 elections. Additional support was provided to strengthen coordination at the local levels between community and civil society groups and the District Peace Committees.

Armed violence, small arms and light weapons

10. Given the insecurity and violence in the pastoralist communities, sustained efforts have been devoted to encouraging voluntary disarmament in return for support for alternative forms of livelihood. Between 2008 and April 2010, more than 6000 guns (including AK 47s and G3 rifles) have been destroyed. Baseline surveys were conducted in the 10 districts where the project is being implemented to establish the measurement tools and priority activities to be implemented. By June 2010, forty district task forces on small arms and light weapons would have been established and made functional. The work of the task forces includes raising awareness within the communities on the dangers and destructiveness of gun use and violence, to initiate debates and discussions at the community level on the causes and effects of armed violence, including its impact

on women and men, and of ways to reduce and prevent armed violence, including monitoring the use of arms by community members. A draft policy and legislation on small arms reduction has been produced for consideration of the Cabinet. Support was provided for community weapons collection, including training and capacity development of community facilitators and police, and the development of effective storage facilities and weapon registries at the local level. All arms belonging to the police are being branded to enable tracking of arms used in illegal or criminal activities. Draft legislation has also been produced to strengthen the existing legal framework on the possession of arms and to provide stiffer penalties for offenders. Communities have been supported through the provision of water especially through the construction or repairs of boreholes and the building/repair of dams/water pans. This has reduced the number of conflicts associated with access to water for animals. Assistance was also provided for the de-silting of water pans and choked water-ways. Finally, economic activities, especially of women's and youth groups have been supported to provide alternative livelihoods and strengthen community efforts to minimise the resort to small arms and light weapons.

Supporting implementation of Agenda Item 4

11. The Kenya National Dialogue and Reconciliation Agreement had recognised and captured the structural issues facing Kenya. It therefore established the key challenges the country needs to meet to prevent future violence and to lay the foundations for effective democracy, and economic opportunities in the country. In addition, the agreement established timelines for implementing the identified activities. The activities included work on a new constitution; establishing a raft of institutions such as an interim independent electoral commission; an interim independent boundaries review commission; a truth justice and reconciliation commission; a national cohesion and integration commission; work on police, justice and civil service reform and strengthening national mechanisms for preventing violence and for building peace. This project embarked on all of the above issues. It supported a process of high level confidential dialogue among key political and civil society actors in complement to the official constitution review process. This process stayed a step ahead of the official process and played a very important role in providing a safe space where anticipated or identified problems could be solved well before they escalated in the public domain. In addition, the project engaged politicians in supporting consensus building within the coalition government. It worked to strengthen civil society capacity to promote reconciliation and community cohesion. It also supported the various new institutions in developing their internal processes; establishing cooperative relationships with their various stakeholders, and in implementing components of their mandate. It also produced a number of publications including a model on community social

peace and reconciliation, and a research document on traditional conflict resolution and reconciliation mechanisms from the identified conflict clusters.

III: What remains to be done?

12. In December 2009, an independent review of on-going UN support identified the positive successes as well as the continuing challenges that the projects need to respond to. In February 2010, a review mission by BCPR also acknowledged the important milestones that have been achieved and the need for continuing support to Kenya, and more importantly, the necessity of using an integrated programme approach over a medium term period of three years to respond to the critical issues that have been identified. As the country moves towards a new constitution by the end of 2010 and general as well as presidential elections in 2012, the challenges that led to the 2007/2008 post-elections violence still exist, and in some cases have exacerbated.

13. To consolidate the successes attained in the projects which are implemented by UNDP Kenya, what is proposed hereunder is the establishment of a three year peace building and conflict prevention programme to be managed by UNDP Kenya, with the following components:

A: Strengthening national capacity for conflict prevention

    i.   National conflict assessment and strategy: there is no national baseline on the basis of which the government has been implementing conflict prevention activities. There is a lot of analysis on hot spots and other contexts, but none that broadly identifies the systemic issues, the resolution of which will contribute to sustainable peace building in the country. As a result, the responses have been directed to the hot spots. The lessons of the post election violence show that communities that were largely perceived to be peaceful could be embroiled in violence if the structural issues that cause violence are not identified in a timely manner and appropriate responses developed. Kenya is not a normal development context. The chronic humanitarian situation, the refugee crisis, the serious economic disparities and inequalities in the country, continue to intermingle with, shape, define and affect the conflict environment. It is necessary to develop a national baseline survey that articulates these inter-relationships and develops a strategy that proposes responses that are holistic and comprehensive and which will lead to sustainable and lasting outcomes. The national conflict assessment survey will also contribute to strengthening joint action by the UN system in support of the efforts of the national partners.

ii. All the 50 district peace committees that the intervention has supported have been supplied with office and other equipment and a budget to strengthen early warning and early response capacity. Software for early warning has also been developed and is being demonstrated to the members of the DPCs. What is required now is support to increase capacity of the DPCs to monitor, report and act on early warning reports; to continue to build trust and confidence among the communities and to prevent the occurrence of conflict and violence. The National Steering Committee for Peace Building and Conflict Management continues to expand its capacity to better coordinate the work of the DPCs and to strengthen collaboration between state institutions to work together more effectively. Community volunteers were an integral part of efforts build peace and reconcile the communities. The programme will continue to mobilise and deploy them in the service of their communities.

iii. Support to civil society activities to anticipate and prevent violence around the next elections. Kenyan civil society was very active in containing the post election violence in many parts of the country. Leveraging work done under the aegis of the Partnership for Peace to facilitate the conduct of peaceful elections in 2007, civil society played a key role in bringing the violence to an end and in supporting the resolution of the crisis. Civil Society has now established a Partnership for Peace and Development. This is a network that will bring together civil society, women and community groups from across the country to strengthen cooperation and collaboration for peace building and violence reduction at all levels but paying particular attention to the local levels, facilitate reflection and experience sharing on the state of peace/conflict in the country, and build an anti-election violence initiative well before the 2012 elections. Additional efforts will be made to strengthen the environment for reconciliation through targeted initiatives with local and international NGOs.

B: Small arms, community security and community justice

iv. The development a national legislation on small arms and light weapons will create a threshold on the use of such weapons, and act as a deterrent in the widespread uses of arms especially in the pastoral communities. Public awareness on the dangers of small arms and light weapons will continue to educate the public on the need for amicable processes of resolving differences. Efforts will further be intensified to provide water pans, de-silt water bodies and to expand livelihood opportunities for women and youth groups in the pastoralist communities. In addition, a new national survey on small arms and light weapons has become necessary. The last survey was conducted in 2004.

Given the lessons of the post election violence and credible reports of re-arming by individuals and groups, a new national survey will highlight the magnitude of the problem and draw attention to the factors required for successful responses. The complementary roles played by district task forces on small arms and light weapons and community policing committees recommend exploring how to integrate and unite their functions for effective responses to the challenges posed by insecurity and violence. Insecurity especially in Nairobi continues to defy the capacity and resources of the security agencies. The central Business District is an important hub for strengthening economic opportunities for all Kenyans. Strengthening mechanisms to make Nairobi safe and peaceful will lead to expanded opportunities for all. Given the spread of slum areas in the city, insecurity provides a trigger for violence anytime political differences arise. Experience from other contexts has demonstrated that community policing structures could be an effective response to building/restoring confidence in police services and enhancing their capacity to respond more effectively. Such initiatives complemented by community justice and rule of law mechanisms can contribute to enhanced security, peace and rule of law in the communities. Ongoing capacity development activities for military personnel and civil society actors within the East African sub region continue to generate a pool of resources and capacities that could be deployed in the event of armed conflict. These capacity development initiatives will continue to be developed so that a critical mass of actors is available to support conflict prevention initiatives at sub regional, national and local levels.

Strengthening national cohesion and integration

v.　The post-elections violence showed the depths of ethnic animosity gripping the country. The continued arming by ethnically affiliated militia groups shows the continuing need to build trust and confidence among ethnic groups. The draft constitution also contains a new chapter on leadership that establishes a threshold on leadership that could lead to a new ethos of leadership in the country. In addition, given that majority of members of the parliament are new, an opportunity exists to develop a new cadre of leadership as well as building capacity for cross party consensus, and learning the skills of conflict resolution. With the endorsement of the new constitution, a number of important legislation will need to be enacted to bring the constitution into being. These require public buy-in and agreement on the proposed legislation. A national cohesion and integration process will enable building consensus among different levels of actors to ensure that the legislations are enacted, and the new

institutions established without much acrimony and with public confidence in the processes, as well as establishing a permanent platform for consultation and conflict resolution among the political actors. In recognition of the need to promote harmony, fairness and balance in the country, a number of baselines and assessments will be necessary to monitor and track the state of national cohesion, identify gaps, develop and implement remedial solutions and develop new policies and legal instruments for enforcement. As a result of distrust, not just among political actors and leaders but even among communities and community members, efforts need to be devoted to facilitating reconciliation in the country. This will require support to both official and unofficial reconciliation initiatives, disseminating best practices in reconciliation and supporting local level actors to facilitate reconciliation in their communities.

Mainstreaming role of women in peace building and conflict prevention

vi.   Women and women groups played critical roles in bringing the post elections violence to an end. In addition to trauma healing and counselling support, women groups also supported the establishment of gender desks in identified police stations in responding to the needs of victims and displaced people. The potential that women can play in building community cohesion and strengthening harmony in Kenya has not been fully explored. Given their visibility, women members of Parliament can play an important role in drawing attention to the needs of women and can strengthen their role in peace building and conflict prevention through regular public engagements and through convening platforms with other stakeholders to comment on conflict issues and to provide policy and other options for responding to these issues. Select women NGOs will be supported with institutional building support to increase their capacity for organisation, for advocacy, lobbying and policy proposals to draw attention to the needs of women in conflict affected communities.

The Youth in violence prevention and peace building

vii.   The proliferation of armed groups and militias continues to pose threats to the consolidation of the peace and demonstrate how fragile the situation remains. A number of initiatives supported by the project show the potentials of engaging armed group members. These initiatives show that uniting peace, security and development in one intervention can provide a sustainable basis to build peace in the communities. Livelihood activities that focus on a value-addition approach resulted in the mobilisation of more than 20,000 youths into the initiatives. It also resulted in the mobilisation of close to $1m from the government as

complementary funding for the initiatives. Efforts are ongoing to mobilise private sector support and participation in the initiatives. It is imperative to continue these initiatives and to extend them to critical areas such as Nairobi. The biggest source of friction in relation to the role of armed groups like the Mungiki is the control of the transport industry through extortion, payment of illegal fees and the like. Socio-economic initiatives that offer the youth alternative employment and develop their capacity in amicable resolution of conflict and violence, can contribute to creating a permissive environment for dismantling their criminal structures and thereby reducing the propensity for violence and conflict, enhancing the possibility of non-violent political transition in 2012. Initial engagements with the Mungiki establish a potential for working together with them which should be explored in full. The youth exchange activities supported by the project proved successful and has created a cadre of youth mediators, community mediators and animators in the project communities. The use of drama, oralogy and exhibitions over the last one year, culminated in the registration of more than 10,000 young people who have volunteered to work with the UN and its partners in strengthening the role of youth in violence prevention. These efforts demonstrate a real potential for impact and will be continued in the identified communities.

IV: Maximising complementarities within UNDP

14. Given the linkages between the CPAP programme components in UNDP Kenya, in particular, the Governance; the Disaster Risk Reduction and Recovery; the Poverty Alleviation, the Energy and Environment, and the Peace Building and Conflict Prevention, the proposed Programme will be implemented in such a way as to leverage and enhance these linkages so as to generate sustainable outcomes. Overlapping activities such as reconciliation, livelihood promotion, capacity development of the youth, strengthening civil society capacity and engagement with other stakeholders; empowerment of women, management and land and natural resources-related conflicts, among others will be implemented as joint work plans between UNDP and the participating national partners, with the programme components contributing resources for the implementation of the joint/complementary activities with a view to ensuring single reporting, monitoring and coordination of activities.

15. The division of labour between the various programme components is established below. This will be supplemented by additional guidance and direction provided by the Country Office Senior Leadership Team. The Governance programme component will continue to focus on the following projects among others: Access to Justice, Human Rights, Disability, Public Sector Reform, Amkeni wa Kenya, The Interim Independent

Country Office Senior Leadership Team. The Governance programme component will continue to focus on the following projects among others: Access to Justice, Human Rights, Disability, Public Sector Reform, Amkeni wa Kenya, The Interim Independent Electoral and Boundary Commissions, Parliament, the Interim Independent Constitutional Court and Support to Ministry of Justice, National Cohesion and Constitutional Affairs. The Disaster Risk Reduction component will focus on developing national capacity to prevent and manage hazards and disasters, recovery of livelihoods, support to host communities and HIV/Aids. The Peace Building and Conflict Prevention component of the CPAP Programme will focus on supporting some of the institutions established as part of Agenda item 4: The National Cohesion and Integration Commission; the Truth, Justice and Reconciliation Commission; the Coordination and Liaison Office of the Committee of Eminent African Personalities; Civil Society, the National Steering Committee on Peace Building and Conflict Management, the National Focal Point for Small Arms and Light weapons, and other relevant partners. The Energy and Environment component will support activities related to rehabilitation and sustainable use of natural resources and landscapes with special focus on governance, equity and access to expanded livelihood options and to prevent and mitigate resource demand and use conflicts.

V: UNCT Integrated Framework

16. This Programme borrows substantially from the UNCT Conceptual and Strategic Framework for Kenya which was approved by the Heads of Agencies during their 2010 retreat on 21 January. This Programme therefore serves as the bedrock for the participation of other UN agencies on the thematic areas identified above. Additional elements may be added that reflect the specific activities on which other UN agencies are engaged with view to promoting integration and coordination by the UN system in Kenya.

17. In implementing the Conceptual and Strategic framework, the UNCT decided to establish a joint pilot project that leverages resources from the Central Emergency Response Fund, the UN Trust Fund for Human Security and the Peace Building Fund. The identified focal areas are the North and South Rifts of the Rift Valley Province of Kenya.

18. The joint project seeks to address the combination of internal and external challenges that Kenya faces with focus on the Rift Valley with the structural drivers expressed in dynamics of humanitarian need, conflict and human insecurity. These might be described as the "quadruple threats": simultaneously occurring political and economic crises, the refugee crisis and the humanitarian crisis. Poverty and political instability are mutually reinforcing and there is a recurrence of humanitarian 'symptoms' in a vicious cycle in which human rights violations are both cause and consequence. Collectively

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these factors undermine the possibility of transiting to development. The root causes of conflict as well as the consequences of natural disaster remain firmly entrenched. Violence and insecurity manifest locally in various forms in different parts of the country but their overall impacts are widespread. The implementation of the Programme as well as the pilot joint project should hopefully demonstrate better ways of how the UN system could work together more collaboratively and with improved results.

VI: Implementation and management arrangements including monitoring and evaluation
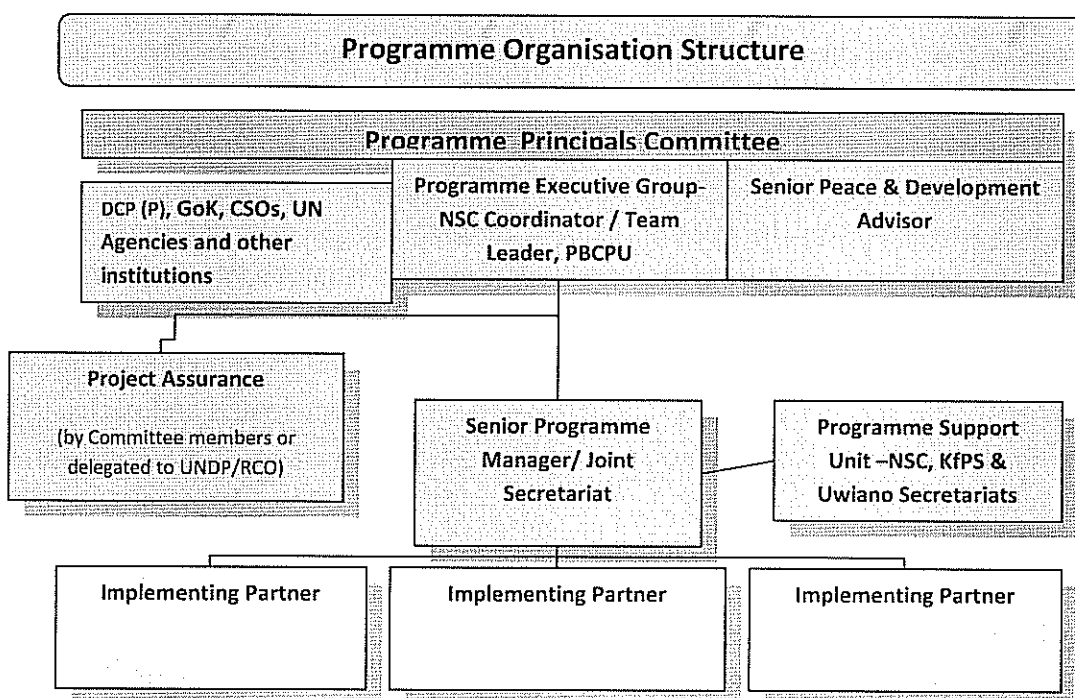
19. The Programme will be implemented using a combination of national and direct execution modalities. The components of the Programme that deal with capacity building of national institutions and stakeholders as well as the implementation of their respective mandates will be implemented using national execution. The elements of the Programme that enable the Resident Representative/Resident Coordinator and His Office to provide catalytic support for high level confidence building, conflict resolution, trust and consensus building among political actors to facilitate the implementation of Agenda item 4, the enactment of the legislations required to bring elements of the new constitution into operation; supporting the resolution of political differences, as well as to test new and cutting edge approaches to resolving the challenges that Kenya faces (including issues of youth groups and militias) will be implemented using the direct execution modality, in which case UNDP will be the Implementing partner.

20. The Programme will be supported by the Senior Peace and Development Advisor (PDA) who will along with and through the Team Leader of Peace building and Conflict Prevention Unit, provide strategic advice and guidance to UNDP and Programme partners on the various critical issues and aspects of peace building and conflict prevention including substantive and process matters not limited to: international and national analysis on peace, conflict trends and approaches, strategic partnerships, programme design, management, implementation, monitoring and evaluation to mention a few.

21. The implementation and management of the Programme will be led by the Team Leader, Peace Building and Conflict Prevention Unit of UNDP. The Team Leader together with his/ her programme team will work closely with the PDA and partners to ensure the smooth execution of all aspects of the programme and the achievement of results. The Team Leader will also co-chair with the NSC Co-ordinator, the Programme Executive Group (PEG) and will also be responsible for reporting to the UNDP Senior Management and the Programme Principals Committee, the progress and achievements and challenges of the Programme.

22. The National Steering Committee for Peacebuilding and Conflict Management will provide general coordination and management for programme execution. To this end,

the Programme Partners will leverage the success attained by the Uwiano Platform during the constitutional referendum by continuing to maintain a permanent Joint Secretariat and will use the Joint Secretariat as framework for programme implementation and joint reporting to ensure that programme outcomes are realised. While each of the partners will develop a separate work plan and will receive disbursements directly from UNDP, implementation of the various activities will be carried out in a coordinated manner in the context of a Joint Secretariat.

23. There shall be a Joint Secretariat (JS) that will coordinate execution, reporting and monitoring and evaluation of the project activities and outputs from each component of the programme portfolio. The Joint Secretariat is primarily responsible for ensuring that the various implementing partners and executing entities achieve the overall programme outcome through efficient and effective implementation, coordination, information sharing and reporting on each of the programme outputs. The JS will ensure synergy and optimisation of resources including human resources for the programme. The JS will also ensure that the actual implementation of the programme portfolio is aligned to the strategic objectives of Vision 2030 and the Medium Term Plan, of UNDP and its partners while maximizing opportunities for the best financial outcomes for the programme. The overall responsibility for the Joint Secretariat is with the Senior Programme Manager based at NSC who will provide leadership and technical support to the Joint Secretariat comprising of Project Managers. The Project Managers are the designated officers responsible for the various programme portfolio components or projects that will be implemented by various executing agencies and implementing partners and as such will primarily be based at premises of the respective implementing partners and executing entities but with additional reporting and responsibility to the JS. The project managers will be responsible for delivering and reporting on the project outputs and results to the Joint Secretariat through the Senior Programme Manager. A single programme monitoring and evaluation strategy shall be planned, implemented and coordinated by the JS. The Senior Programme Manager will consolidate all the reports for reporting periodically to the Programme Executive Group (PEG) for guidance and direction. The Secretariat will be evaluated on its effectiveness and performance in ensuring programme coordination, synergy and coherence in the attainment of its overall outcomes.

24. The programme will strengthen mutual accountability by the Government and by UNDP. To this end, all work plans must include the resource contributions by the government (including in-kind resources) and UNDP. The resources need not be managed by any one partner. The work plans shall demonstrate what resources are being contributed by the partners to the various outputs and how these outputs will contribute to the realisation of the outcomes.

25. There shall be established a Programme Executive Group (PEG) to be co-chaired by the Team Leader of the PB/CP Unit of UNDP and the National Coordinator of the NSC, comprised of representatives of non-executing national institutions (including civil society organisations). The PEG shall perform the functions of a Programme Steering Committee, identifying and proposing programme activities and budgets, approving work plans presented by executing partners, coordinating programme implementation, monitoring and reporting and proposing changes in activities and implementation. Actual implementation and reporting on programme activities will be the responsibility of the executing partner.

26. The recommendations from the PEG shall be approved by the Programme Principals Committee (PPC) which shall comprise of the Deputy Country Director(Programmes) or his/her nominee, Country Representatives of participating UN agencies or their representatives, the Ministers or Permanent Secretaries of the participating ministries or their representatives, Chairmen of participating statutory institutions and executive directors/chief executives/executive secretaries of other participating institutions. The PPC shall meet at least once a year to provide general guidance on the strategic peace building and conflict prevention issues needing to be addressed, to approve policy and programme priorities, to provide leverage at official levels to ensure effective coordination by participating institutions, and to ensure that programme outcomes are realised.

Programme Organisation Structure

Programme Principals Committee

DCP (P), GoK, CSOs, UN Agencies and other Institutions	Programme Executive Group- NSC Coordinator / Team Leader, PBCPU	Senior Peace & Development Advisor

Project Assurance

(by Committee members or delegated to UNDP/RCO)

Senior Programme Manager/ Joint Secretariat

Programme Support Unit –NSC, KfPS & Uwiano Secretariats

Implementing Partner	Implementing Partner	Implementing Partner

such as changes in behavioural patterns, new modes of institutional engagement on issues of conflict and violence, decline in the violence profile of target communities, exploitation of opportunities for collaborative action by communities, the establishment and active operationalisation of community structures for peace, examples of successful reconciliation among communities, etc. M and E activities will not focus on individual work plans, rather on how the implementation of the collective work plans is contributing to realising the Vision 2030, MTP, UNDAF and CPAP outcomes.

VII: Knowledge management

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

VIII: Risks

29. There are a number of risks that may be associated with implementation of the Programme. The first risk is the collapse of the coalition government. While this risk had resonance several months ago, it continues to decrease, because the coalition government has been codified in the new constitution, which also provided systemic approaches for dealing with the issues which had threatened to undermine the coalition government. The second risk is non-cooperation from state actors. This risk is mitigated by the very clear cooperation and collaboration that existed between the government, the security services, civil society and statutory independent commissions to prevent violence around the referendum. This was the Uwiano Platform. The partners are institutionalising the platform as a permanent cooperation and collaboration framework. The third risk is inability to mobilise sufficient resources for the Programme. The leadership provided in conflict prevention in the country and the effectiveness of interventions supported has led to a positive situation where projected resources for the Programme will be fully realised once initial commitments by identified partners are realised. The fourth risk relates to political leadership for conflict prevention activities. The state demonstrated clear leadership in anticipating and preventing violence during the referendum. It received very positive commendation from Kenyans. This obviously will translate to political mileage for state actors. It is expected that this positive role of the state will carry over to the next political transition in 2012. The fifth risk relates to

disruption of programme activities by sudden political or other events. Possibilities cited here relate to the census results and indictments by the International Criminal Court. These risks are mitigated by the fact that while some groups and communities have rejected the census results, they are following established judicial channels to manage their rejection. In addition, the government recently signed an agreement with the ICC granting the Court, its staff and premises diplomatic status and state protection. This is a reflection of a commitment by the state to manage any fall-outs from an ICC indictment. While there may be tension and isolated pockets of violence related to an indictment, it is not envisaged that this will result in a sustained disruption of the Programme. The government and the state institutions as well as civil society have repeatedly acknowledged UNDP's role and leadership in conflict prevention and they are quite appreciative of our contributions in this regard. Overall, the risks that may be associated with the implementation of the Programme are quite low.

IX: Exit strategy

30. Programme activities have been calibrated to result in decreasing commitments by UNDP during the life of the Programme. In the meantime, the state is increasingly committing resources to peace building and conflict prevention work. The real threshold is a successful political transition 2012. The activities in the Programme have been developed to lead to a post-2012 election situation where sufficient capacity of national actors would have been attained and the institutional mechanisms established to enable the peace infrastructure to draw from the resources of the state.

X: Conclusion to the programme narrative

Substantial gains have been made over the last one year that if consolidated will result in mitigating violence in the run up to the 2012 elections, developing a cadre of national and local actors and leaders, both men and women, who could be critical moderating influences in national and local processes, and contribute to increased reconciliation, cohesion and integration across the country. What is required is to stay the course in the critical areas that have been identified above, and to leverage the opportunities presented by the new constitution to achieve the identified goals.

Budget Matrix for the Programme: Conso...ating the Peace Process and Establishin... the Foundations for a Successful Political Transition in Kenya – 2010-2013

OUTPUT	KEY ACTIVITIES/ MILESTONES	YEAR 1 (USD)	YEAR 2 (USD)	YEAR 3 (USD)	Projected budget for 3 years per output (USD)	Implementing Partner	Funding Source and Amount IN $USD
1. National strategies, policies, legislations and institutions for conflict prevention and peace building established and strengthened at national and local levels	Strengthening the existing and emerging peace architecture (NSC, PPFs, DPCs, Local CSOs); support the policy and legal frameworks; establish and sustain localised Conflict Early Warning & Response System; community scans and mapping of conflict hot-spots; and training of peace actors in Government and CSOs; re-establish and strengthen coordination of peace actors through the Partnership for Peace; promote rapid response capacity to conflict	798,214.3	398,214.3	393,214.3	1,589,642.9	National Steering Committee on Peace Building and Conflict Management Uwiano Secretariat Partnership for Peace and Security	UNDP = 2,800,000 SIDA = 1,494,642.9
2. Strengthening national cohesion and integration	Conduct baseline on status of conflict and develop action plans; promote community security and social cohesion through cross country dialogue for reconciliation and peaceful co-existence; mainstreaming women in peace building and build leadership capacity	1,700,000	2,187,142.8	400,000	4,287,142.8	National Cohesion and Integration Commission Kenya Institute of Governance Folke Bernadotte Academy	UNDP = 700,000 SIDA = 3,587,142.8
3. Enhanced capacity to measure and monitor the incidence and impact of armed violence at national and sub-national levels	Conduct regular victimisation surveys; security and SALW surveys and mapping; support to the National Crime Research Centre (NCRC); increased training on data collection and analysis on violence and crime	250,000	250,000	100,000	600,000	National Crime Research Centre	UNDP
4. Enhanced capacity and development	Integrating the work of NSC and NFP in armed violence reduction and SALW control and	300,000	300,000	100,000	700,000	National Steering Committee on Peace Building and	UNDP

Output	Activities					Implementing Partner	Funding
coordination of national institutions (NSC, KNFP and local bodies (DPCs) to integrate and plan conflict and armed violence reduction plans and strategies	management; mainstream AVR in the work of DPCs and CSOs; training of local actors on participatory and conflict sensitive planning on AVR; local level coordination of peace actors with PFPS					Conflict Management (Joint Secretariat with NFP to be established) Partnership for Peace and Security	
5. Area-based interventions in rural and urban areas to target armed violence risk factors (Service Delivery)	Establish alternative livelihoods for youth and vocational projects for youth in arid and semi arid lands (cattle rustlers, reformed warriors, women youth; expand urban AVR to urban areas with vulnerability to violence and crime; support to local governments and cross border dialogue and joint community projects	600,000	500,000	400,000	1,500,000	Arid Lands and Resource Management Project Safer Nairobi Initiative	UNDP
6. Capacity of SALW National Focal Point to control small arms enhanced	Support to new laws for control & management of illicit SALW; establishment of standardised guidelines and best practices for practical disarmament in Kenya and across borders; capacity development of the KNFP and related institutions on control & management of illicit SALW; integration of the task forces on illicit SALW into mainstream NSC/CSOs work; awareness on dangers of SALW; Survey on SALW	150,000	200,000	100,0000	450,000	National Focal Point on Small Arms and Light Weapons	UNDP
7 Youth actively engaged in the promotion of dialogue and reconciliation.	Partnership building and strategic leadership engagement on the youth and armed violence; promote youth initiatives and	399,642.85	449,285.71	499,285.71	1,347,857.1	UNDP (in collaboration with a range of partners that will include	UNDP= 750,000 SIDA – 597,857.1

	engagement in violence prevention, reconciliation and national dialogue for example up scale the *Tuelewane* inter-cultural youth exchange programme; visibility of youth in the national debates on issues of governance, peace building and national cohesion					Drum Cafe; ACORD; Picha Mtaani; Arts Canvass) Ministry of Youth and Sports	UNDP
8 Vulnerability of youths to criminality, armed violence and recruitment into militias reduced	Conduct baseline studies on youth vulnerability and involvement in violence, militia and gangs; pilot programmes on youth and violence; public awareness campaigns; media for peace to support youth talent development	200,000	200,000	200,000	600,000	UNDP	UNDP
9. Increased role and visibility of women in peace building at both national and local levels.	Institutional building of select women CSOs to increase their capacity for organisation, advocacy, lobbying and policy proposals to draw attention to the needs of women in conflict affected communities; leadership development for omen at county levels; public education on gender masculinities of violence to promote change in communities	399,642.85	399,642.85	399,642.85	1,198,928.6	UNDP (in collaboration with select women groups in target areas) and partnering with UNIFEM	UNDP = 900,000 SIDA = 298,928.6
	TOTAL PROJECTED BUDGET FOR 3 YEARS	4,797,142.9	4,884,285.7	2,297,142.9	GRAND TOTAL = 12,428,572	GMS for UNDP = 450,000	TOTAL UNDP = 6,000,000 TOTAL SIDA = 6,428,571.4