

# SECRETARY-GENERAL'S PEACEBUILDING FUND PROJECT DOCUMENT TEMPLATE



United Nations  
Peacebuilding

## PBF PROJECT DOCUMENT

<b>Country(ies):</b> Kenya	
<b>Project Title:</b> Project Title: Promoting Peace and Inclusive Development in Borderlands Counties in North-Eastern Kenya.	
<b>Project Number from MPTF-O Gateway (if existing project):</b> 00140292	
<b>PBF project modality:</b> <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	<b>If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):</b> <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund <b>Name of Recipient Fund:</b>
<b>List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.):</b> United Nations Development Programme (UNDP) - UN, World Food Programme (WFP) – UN, and Office of the High Commissioner for Human Rights (OHCHR) – UN.	
<b>List additional implementing partners, specify the type of organization (Government, INGO, local CSO):</b> International Peace Support Training Centre (IPSTC) – Government, HAKI Africa - CSO, Kenya National Commission on Human Rights – Government, Office of the Deputy President – Government, Interpeace Kenya – INGO, Build Up – CSO, CGIAR – INGO, Wajir Women for Peace – CSO, Horn of Africa Innovation and Resilience Hub – CSO, African Social Development Focus (ASDEF) - CSO, <i>Maendeleo ya Wanawake Organisation</i> (MYWO) - CSO, National Gender and Equality Commission (NGEC) – Government, Relief Construction and Development Organization - NGO, Pastoral Girls Initiative (PGI) - NGO, Vision Corps Initiative (VCI) – NGO, Frontier Counties Development Council (FCDC) and Council of Governors (COG) and the Supreme Council of Kenya Muslims (SUPKEM).	
<b>Project duration in months<sup>1 2</sup>:</b> 24 Months + 4 months NCE. New end date = 31 <sup>st</sup> December 2025 <b>Geographic zones (within the country) for project implementation:</b> Mandera, Wajir and Garissa counties	
<b>Does the project fall under one or more of the specific PBF priority windows below:</b> <input type="checkbox"/> Gender promotion initiative <sup>3</sup> <input type="checkbox"/> Youth promotion initiative <sup>4</sup> <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
<b>Total PBF approved project budget* (by recipient organization):</b> <b>UNDP:</b> \$ 2,137,425.80 <b>WFP:</b> \$ 1,362,574.56 <b>OHCHR:</b> \$ 500,000.00	

<sup>1</sup> Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

<sup>2</sup> The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

<sup>3</sup> Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative

<sup>4</sup> Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

**TOTAL: \$ 4,000,000.37**

*\*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.*

**Any other existing funding for the project (amount and source):** None

<b>PBF 1<sup>st</sup> tranche (39.4%):</b>	<b>PBF 2<sup>nd</sup> tranche* (17.5%):</b>	<b>PBF 3<sup>rd</sup> tranche* (18.1%):</b>	<b>PBF 4<sup>th</sup> tranche* (12.5%):</b>	<b>PBF 5<sup>th</sup> tranche* (12.5%):</b>
UNDP: \$ 700,000 WFP: \$ 525,000 OHCHR: \$ 350,000	UNDP: \$ 400,000 WFP: \$ 300,000 OHCHR: \$ 0	UNDP: \$ 350,000 WFP: \$ 287,500 OHCHR: \$ 87,500	UNDP: \$ 317,425.80 WFP: \$ 150,074.56 OHCHR: \$ 32,500	UNDP: \$ 370,000 WFP: \$ 100,000 OHCHR: \$ 30,000
<b>Total: \$ 1,575,000</b>	<b>Total: \$700,000</b>	<b>Total: \$725,000</b>	<b>Total: \$500,000</b>	<b>Total: \$500,000</b>

**Provide a brief project description (describe the main project goal; do not list outcomes and outputs):** The UNSDCF-Kenya 2022 – 2026 has prioritized four target groups who are at risk of being left behind: women and girls; children and youth, people living in urban informal settlements and people living in North-Eastern Arid and Semi-Arid Lands (ASALs).

Mandera, Wajir and Garissa counties, key borderland counties within the ASALs, face multiple and interlinked socio-economic factors coupled with inter/intra clan conflicts and security challenges and compounded by longstanding marginalization and exclusion. Over the years, government and development partners have conducted assessments, developed plans, programmes and policies to address the multiple challenges with limited success. Furthermore, the minimal involvement of communities has undermined efforts to shore up peace and stability in the region.

The project titled “Promoting Peace and Inclusive Development in Borderlands Counties in North-Eastern Kenya” will showcase a consultative and inclusive model involving national and county governments, civil society, communities, development partners and other stakeholders to collaboratively shape peace, human security and sustainable development initiatives that subsequently address the structural causes of conflicts in the target counties. The project will focus on inclusive governance, strengthening social accountability mechanisms at the local level, building trust between communities and security forces actors through Civil- Military Cooperation (CIMIC) and the implementation of strategic ‘peace dividends’ livelihood projects. Further, the project will enhance collaboration, coordination and inclusivity amongst actors implementing projects under the larger North and Northeastern Development Initiative<sup>5</sup>. Improved coordination of these initiatives will contribute to the United Nations Sustainable Development Cooperation Framework (UNSDCF) Kenya 2022 – 2026 and strengthen avenues for meaningful participation of the communities in their planning and implementation to enhance Northeast Kenya’s development, prosperity, and long-term stability.

The project is set to be catalytic, piloting a transformative model for community engagement and participation in human security and development initiatives and processes, thereby enhancing their effectiveness and sustainability. If this model is proven successful through this project, it can be

<sup>5</sup> An initiative by the Government of Kenya, supported by the World Bank. It was launched in 2018 and seeks to address the socio-economic disparities and inequality challenges in the Northern Kenya. Its investments cuts across sectors such as energy, water, transport, social protection, displacement, and agriculture. The projects within the initiative are worth over US\$2 billion for NEDI counties only and these are at different phases of implementation (World Bank, 2022)

scaled up through the interventions and investments of development partners deployed in borderland areas of Kenya.

**Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):** The North East Kenya Advisory Group<sup>6</sup> were briefed on the project and additional consultations within the Group were held with the Office of the Deputy President, the World Bank and the UK. Government counterparts through the Ministry of Interior and National Administration, International Peace Support Training Centre (IPSTC), Kenya Defense Forces and the Kenya National Commission on Human Rights (KNCHR) have also been consulted. Non-governmental and civil society organizations comprising of HAKI Africa, Build-Up, Code for Africa, Shujaaz Inc., AIffluence, Traversals and University of Uppsala provided their inputs into the design of the project. As part of the development of this project document, UNDP, WFP, OHCHR and the Peace and Development Team (RCO) undertook visits to Garissa, Wajir and Mandera counties and consulted with county and national government (security agencies) representatives, civil society, local level peace structures and community representatives, including women and youth; these consultations confirmed the analysis and prioritization in the project document, and broad support for the project and transformative models of engagement.

**Project Gender Marker score<sup>7</sup>:** 2

Specify % and \$ of total project budget allocated to activities in pursuit of gender equality and women's empowerment: 32.47 % amounting to \$1,298,726.57

**Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment<sup>8</sup>:** The context within which the project is implemented is one in which women are traditionally excluded from decision-making. Gender and women's empowerment will be considered throughout the project interventions by ensuring that women are equally represented and heard. Women will further be provided with safe spaces/platforms to provide opportunities for networking, exchanging information and to identify their unique challenges and solutions. Priorities most relevant to women and girls will be integrated in planning and implementing interventions. The project will utilize gender-sensitive documentation and analysis and support the collection and analysis of gender-disaggregated data to contribute to an understanding of intersectional discrimination and its influence on vulnerabilities and risks. Capacities of the project implementation team as well as project beneficiaries, such as county and national governments and security agencies, will be strengthened to ensure gender is mainstreamed in assessing, planning, implementing, monitoring and evaluation of all interventions.

**Project Risk Marker score<sup>9</sup>:** 1

<sup>6</sup> The Northeast Kenya Advisory Group harnesses the collective expertise and resources of the Government of Kenya, relevant County Governments, the Frontier Counties Development Council, constituent international partners (currently the World Bank, European Union and the UK), civil society to drive and coordinate efforts to enhance Northeast Kenya's development, prosperity and long-term stability. The Advisory Group is the premier multi-stakeholder forum for discussing issues pertaining to Northeast Kenya. Its member's champion a comprehensive, joined-up approach for addressing the region's interlinked socioeconomic and security challenges (including intercommunal and Al Shabaab related violence), with a development- first outlook that recognizes the foundational importance of stability in Northeast Kenya

<sup>7</sup> **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

**Score 2** for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

**Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

<sup>8</sup> Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**

<sup>9</sup> **Risk marker 0** = low risk to achieving outcomes

**Risk marker 1** = medium risk to achieving outcomes

**Risk marker 2** = high risk to achieving outcomes

**Select PBF Focus Areas** which best summarizes the focus of the project (*select ONLY one*)<sup>10</sup>: 2.2

**If applicable, SDCF/UNDAF outcome(s) to which the project contributes:** The project will contribute to United Nations Sustainable Development Cooperation Framework (UNSDCF) Kenya 2022 – 2026 focusing on the main LNOB groups (women and girls; children and youth; people in Arid and Semi-Arid Lands). It will contribute to Strategic Priority I of the UNSDCF People *and Peace*, and Outcome 1.1, ‘By 2026, all people in Kenya at risk of being left behind inhabit an inclusive, enabling, socially cohesive and peaceful environment, while enjoying human rights, trust institutions and participate in transformative governance systems that are gender-sensitive, just and rule of law-compliant.

**Sustainable Development Goal(s) and Target(s) to which the project contributes:** The project will contribute to implementation of SDG (Sustainable Development Goal) 2 on zero hunger, 5 on gender equality, 10 on reduced inequalities, 13 on climate action, 16 on peace, justice, and strong institutions and 17 on partnerships for the goals.

**Type of submission:**

☐ New project

☒ **Project amendment**

**If it is a project amendment, select all changes that apply and provide a brief justification:**

**Extension of duration:** ☒ Additional duration in months (number of months and new end date): Four months (31<sup>st</sup> December 2025)

**Change of project outcome/ scope:** ☐

**Change of budget allocation between outcomes or budget categories of more than 15%:** ☐

**Additional PBF budget:** ☐ Additional amount by recipient organization:

The No Cost Extension (NCE) request is driven by a combination of contextual, institutional, and operational delays that impacted the timely execution of project activities:

- **Delayed Start-Up:** While the project began in August 2023, full staffing was only achieved between January and May 2024. As a result, implementation effectively began in February 2024—over six months into the project start date.
- **Delays in tranche disbursement:** Liquidity challenges at the PBF delayed the disbursement of the second tranche, slowing down the execution of activities from September to December 2024. A reduced tranche was disbursed in late December 2025 resulting to the prioritisation of activities and staffing costs, pending release of the third tranche, which would also be reduced.
- **Review of the tranche schedule:** To address the liquidity constraints, the PBSO and the agencies agreed to the splitting of tranches from three to five tranches. This adjustment would ensure

<sup>10</sup> **PBF Focus Areas** are:

(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)


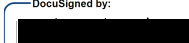

	<p>the continuity of activities despite limited cash flow. The tranche distribution has been revised from 39.4% – 30.6% – 30.0% to 39.4% – 17.5% – 18.1% – 12.5% – 12.5%. The agencies are currently expecting the third tranche, amounting to USD 725,000 (18.1%). This NCE also serves as a formal request for disbursement of this third tranche.</p> <ul style="list-style-type: none"> <li>• In as much as agencies have agreed to the revised tranche schedule, it still presents significant risks to both project effectiveness and cost efficiencies. With six months remaining post – NCE approval and three yet to be disbursed tranches alongside pending activities the project is still vulnerable to operational strain and in some instances administrative overheads. The project team will continuously monitor to quickly identify and manage manageable risks, though timely disbursements will be vital to mitigate these risks.</li> <li>• <b>Institutional Transitions within the project’s national government counterpart:</b> The 2024 impeachment of the Deputy President and the subsequent relocation of the Northeast Development Initiative Unit (NEDI) from the Office of the Deputy President (ODP) to the Executive Office of the President and further to the State Department for the ASALs Ministry of East African Community, Arid and Semi Arid Lands (ASALs) and Regional Development has disrupted coordination and shifted the Office’s priorities. This further delayed the implementation of activities led by the NEDI unit.</li> <li>• <b>Increased Staff Costs:</b> The 2023 local salary survey and hardship allowances for volatile areas increased the project management unit’s staffing expenses. These had not been factored into the original budget, prompting minor budget adjustments (within the 15% threshold) and reprogramming of one UNDP activity.</li> <li>• <b>Budget Miscalculation:</b> During the design phase, staff costs were miscalculated—resulting in overbudgeting for WFP and underbudgeting for UNDP. This constrained UNDP’s ability to implement activities, as staffing costs had to be prioritized. While WFP agreed to reallocate USD 128,435 to UNDP.</li> <li>• <b>Project Management Unit (PMU) staffing adjustments:</b> Owing to liquidity challenges and slow implementation of activities, the PMU continue to be paid despite significantly reduced workload. To ensure efficient use of limited funds while prioritising timely completion of all project activities, the project will maintain the full PMU team until October 2025 to advance as many activities as possible. In November and December, a leaner focused team will remain to complete the outstanding activities.</li> </ul> <p><b>Remaining Priority Activities (under NCE):</b></p> <ul style="list-style-type: none"> <li>• To conduct four online/virtual trainings for the alumni of the digital peacebuilding trainings from Mandera, Wajir and Garissa counties. These will be conducted in July and August 2025.</li> </ul>
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	<ul style="list-style-type: none"> <li>• To conduct one joint reflection session for alumni of the digital peacebuilding training (targeting 35 persons). This will be conducted in August 2025.</li> <li>• Data analysis, validation and reporting of the 2nd perception survey targeting marginalised groups by Rufmo Consulting, an Independent Firm. To be completed by July 2025</li> <li>• To conduct and finalise the third perception survey, by Rufmo Consulting, in November 2025, by Rufmo Consulting.</li> <li>• To disburse three Low Value Grants to three Civil Society Organisations by end of July 2025. Implementation for these grants will be as per the timeline indicated below: <ul style="list-style-type: none"> <li>◦ Aid Afrika, to engage communities in Garissa to strengthen community feedback mechanisms to strengthen peace and security interventions – Mid July 2025 – 31 October 2025</li> <li>◦ Generations for Change and Growth, to engage communities in Mandera to strengthen community feedback mechanisms to strengthen peace and security interventions – Mid July 2025 – 31 October 2025</li> <li>◦ APID, to engage communities in Wajir to strengthen community feedback mechanisms to strengthen peace and security interventions – Mid July 2025 – 31 October 2025</li> </ul> </li> <li>• Support to Mandera, Wajir and Garissa County governments to enhance inclusion, transparency, and accountability <ul style="list-style-type: none"> <li>◦ One meeting to disseminate the Wajir County Peacebuilding Act to Wajir Peace Actors Forum (July 2025)</li> <li>◦ Dissemination of the Act to two subcounty peace committees in Wajir (August 2025)</li> <li>◦ Six joint dialogues between government and communities in Mandera and Garissa (three in each county) (July – October 2025)</li> <li>◦ Three coordination meetings with peace actors’ forums in Garissa (July – September 2025)</li> </ul> </li> <li>• Conduct two human rights assessments including validation, reporting and dissemination. Second one to be released in July 2025 and third one to be released in October 2025.</li> <li>• Conduct three community security dialogues in the three counties, with HAKI Africa/OHCHR in the lead. The dialogues will be conducted in July, August and September 2025.</li> <li>• Operation and maintenance of the three peace dividend projects (July – November 2025) <ul style="list-style-type: none"> <li>◦ Facilitate 4 consultative inter community/County dialogues session between governments and communities.</li> <li>◦ Carryout Joint Quarterly County/National Government Project monitoring</li> <li>◦ Conduct 3 training on Operation and maintenance for the projects for end users</li> </ul> </li> <li>• Contract firm to develop, test and build capacity a national level data portal for the NEDI unit (mid July – mid December 2025)</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Through WFP support county governments to strengthen the data management system that will link to the national system (August 2025)</li> <li>○ Continuous data collection, analysis and reporting, feeding into the data portal</li> <li>• Through the NEDI unit, conduct two North East Advisory Group Meetings in Nairobi (June and September 2025)</li> <li>• Through NEDI unit conduct one high level meeting in Nairobi to disseminate the results of the project to senior government officials (November 2025)</li> <li>• Conduct the end term evaluation of the project from October – December 2025.</li> </ul> <p>The four-month extension will allow completion of these key activities, finalize the data portal, and conduct the project’s end-term evaluation.</p> <p><i>Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.</i></p>
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## PROJECT SIGNATURES:

<p><b>Recipient Organization(s) <sup>11</sup> : United Nations Development Programme (UNDP)</b></p> <p><i>Name of Representative:</i> Madelena Monoja</p> <p><i>Signature:</i>  <small>DocuSigned by: 39481FBB805D4EE...</small></p> <p><i>Name of Agency:</i> UNDP</p> <p><i>Date &amp; Seal:</i> 07-Jul-2025</p>	<p><b>Representative of National Authorities: State Department of the ASALs and Regional Development</b></p> <p><i>Name of Government Counterpart:</i> ibrahim ahmed</p> <p><i>Signature:</i>  <small>DocuSigned by: 1B005280F57A4B2...</small></p> <p><i>Unit:</i> Northeast Development Initiative (NEDI)</p> <p><i>Title:</i> NEDI Advisor, on behalf of the</p> <p><i>Date &amp; Seal:</i> Principal Secretary 10-Jul-2025</p>
<p><b>Recipient Organization(s) <sup>12</sup> : World Food Programme (WFP)</b></p> <p><i>Name of Representative:</i> Bai Mankay Sankoh</p> <p><i>Signature:</i>  <small>Signed by: 56FC8E00F4484F...</small></p> <p><i>Name of Agency:</i> WFP on behalf of Country Director</p> <p><i>Date &amp; Seal:</i> 07-Jul-2025</p>	<p><b>Recipient Organization(s) <sup>13</sup>: Office of the High Commissioner of Human Rights (OHCHR)</b></p> <p><i>Name of Representative:</i> CHARLES NDIEMA KWEMOI</p> <p><i>Signature:</i>  <small>DocuSigned by: E58812FF2B0E4D8...</small></p> <p><i>Name of Agency:</i> OHCHR</p> <p><i>Date &amp; Seal:</i> 08-Jul-2025</p>
<p><b>Head of UN Country Team: UN Resident Coordinator Kenya</b></p> <p><i>Name of Representative:</i> stephen jackson</p> <p><i>Signature:</i>  <small>DocuSigned by: 720720B0BEFD4EA...</small></p> <p><i>Title:</i> Resident Coordinator</p> <p><i>Date &amp; Seal:</i> 09-Jul-2025</p>	<p><b>Peacebuilding Support Office (PBSO)</b></p> <p><i>Name of Representative:</i> <sup>for</sup> ASG PBSO Elizabeth Spehar</p> <p><i>Signature:</i> </p> <p><i>Title:</i></p> <p><i>Date &amp; Seal:</i> 15 July 2025</p>

<sup>11</sup> Please include a separate signature block for each direct recipient organization under this project.

<sup>12</sup> Please include a separate signature block for each direct recipient organization under this project.

<sup>13</sup> Please include a separate signature block for each direct recipient organization under this project.

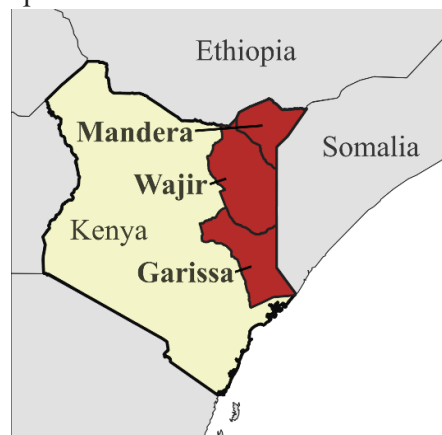


## I. Peacebuilding Context and Rationale for PBF support (4 pages max)

- a) A brief summary of **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender, age, and disability responsive.

Kenya currently faces a set of serious localized threats to peace and inclusive development, which are particularly pronounced in the North-Eastern Arid and Semi-Arid Lands (ASALs) bordering Somalia and Ethiopia. These challenges have been highlighted in the UNSCDCF 2022 – 2026 that focuses on four main LNOB groups (women and girls; children and youth; people in ASALs; and people in urban informal settlements).

Mandera, Wajir, and Garissa counties, located in the ASALs, experience numerous and inter-linked socio-economic, inter-, and intra-ethnic conflicts, and security challenges<sup>14</sup>. A history of complex state-society relations between the Kenyan state and ethnic Somalis, politics of identity, exclusion, and the competition for the control of political and economic resources are some of the threats to peace and security that underpin recurrent violence and conflicts in the region, and compromise development progress<sup>15</sup>. The conflicts have been fueled by porosity of borders, insecurity in the area, prevalence of radicalization and violent extremism (Al-Shabaab activity) and impact of the drought on resource scarcity. In the past year, the ASAL counties experienced one of the most severe droughts in recent history raising the number of people requiring humanitarian support to approximately 6.4 million<sup>16</sup>.



**County Map: Mandera, Wajir & Garissa**

Vulnerability is accentuated by the disruption of traditional livelihoods and ways of life and climate-related stresses – in particular, the recurring drought. The borderlands of Mandera, Wajir and Garissa and other counties in Kenya are highly vulnerable to climate change. Increased frequency and longer duration of droughts exert additional pressure on pastoralist livelihoods and recourse to alternative strategies, compounding factors that deepen poverty and marginalization of groups that are already at risk of being left behind. In 2022/23 Kenya, and the Horn of Africa region, faced the most severe drought in forty years. According to the WFP, National Drought Management Authority (NDMA) and the Food Security Steering Group, about 4.3 million people in 23 Arid and Semi-Arid Lands counties including Mandera, Wajir and Garissa - were acutely food insecure and require humanitarian food assistance.<sup>5</sup> The climatic conditions worsen the availability of resources leading to intermittent conflicts over water and grazing lands among pastoralist communities residing in the borderlands areas. These resource-based conflicts are exacerbated by existing clan rivalries, political provocations, the collapse of traditional governance systems, drought-induced migration, limited state presence, including service delivery and mistrust of security forces who are deployed in the counties proliferation of illicit arms from neighbouring countries and increasing radicalisation to violent extremism.

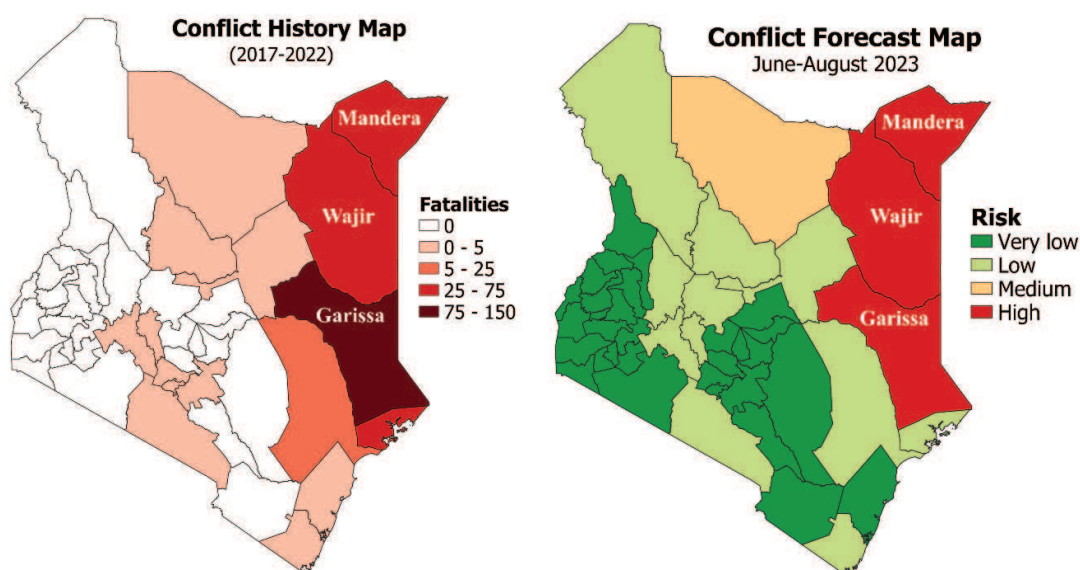
<sup>14</sup> Conflict Analysis of the North-Eastern Kenya. | Haider, H. 2020.

<sup>15</sup> Haider, H. 2020; Garissa County Hazard Atlas (NDMA/UNDP); Wajir Hazard Atlas (Wajir County Government / WFP); Mandera County Note – Voices of the People (NCIC/Interpeace).

<sup>16</sup> [United Nations and partners call for \\$472.6 million to respond in 2023 as the drought in Kenya deepens - Kenya | ReliefWeb](#)

The high levels of insecurity in the region, in particular the three target counties, has an adverse impact on development. The lack of trust between communities and security forces is attributed to decades of economic marginalization, oppressive security apparatus in the fight against violent extremism and legacies of the 1960s Shifita War. These factors have been worsened by the minimal representation, involvement and consultation of local communities in the security leadership and formulation of responses, and lack of accountability for human rights violations and excessive use of force by law enforcement agents. According to the 2013 Social Cohesion Index by the National Cohesion and Integration Commission (NCIC), lack of trust was one of the roadblocks to a cohesive society. The levels of trust amongst Kenyan communities and citizens and the state institutions including security agencies were found to be significantly low.

UN-Kenya's foresight analysis which utilizes a complex forecasting system for armed violence<sup>17</sup> projects the counties of Mandera, Wajir and Garissa to continue being at highest risk for fatalities, compared with all other counties in Kenya. The default response to increasing insecurity in the North-Eastern region has been a securitized approach, bolstering the deployment of security forces.



The conflict history map (left) illustrates the reported number of fatalities per county in 2017-2022 due to armed conflict concerning government and/or territory. In target counties this includes Al-Shabaab attacks. The risk categories in the conflict forecast map (right) are based on the number of fatalities that are predicted to occur in the near future (months June – August 2023).

There has been continuous military deployment along the border with Somalia in these counties, as well as deployment of other security agencies (including National Police Service, General Service Unit, Anti-Terror Police Unit, Kenya Wildlife Service) to manage inter-intra clan conflicts and other sources of insecurity, and counter violent extremism. Perceptions of security and conflict differ between security forces and local communities and traditional conflict resolution mechanisms<sup>18</sup>, and

<sup>17</sup> Peace and Development Team analysis in collaboration with Uppsala University as part of a pilot study for adapting VIEWS to Kenya. VIEWS: The Violence & Impacts Early-Warning System by Uppsala University and Peace Research Institute Oslo.

<sup>18</sup> Wanyoike, et al., 2015, The effectiveness of traditional Somali Justice-Based Conflict Management Mechanisms influencing peace-building strategies in Garissa County, Kenya.

some parts of the security leadership blame and mistrust the communities they are supposed to protect, accusing them of ‘harbouring’ terrorists and not supporting security operations. This securitized approach has entrenched marginalization and deepened mistrust amongst communities, and heavy-handed interactions between security forces and communities have caused substantial new challenges, including egregious human rights violations<sup>19</sup>.

In reports published between 2012 - 2016, Human Rights Watch and the Kenya National Commission on Human Rights (KNCHR) documented substantial numbers of human rights violations and abuses in military operations in Northeastern Kenya. The incidents of violent and indiscriminate responses by the Kenyan military in Garissa, Wajir and Mandera include human rights violations; extrajudicial killings; enforced disappearances; rape and attempted sexual assault; beatings; arbitrary detention; looting and destruction of property; and various forms of physical mistreatment and deliberate humiliation. Of particular concern is that the violations were reported to be widespread, systematic, and well-coordinated. County consultations undertaken in the three counties confirmed the mistrust of the military and security forces due to the commonplace incidents of enforced disappearances, violence, and mistreatment that communities and families have experienced. Trust-building, inclusion, respect for human rights and long-term peacebuilding, including addressing structural issues, are priorities that require sustained investment<sup>20</sup>. As one of the community participants in the UN Kenya Leave No One Behind (LNOB) study put it, ‘peace is linked to injustice, and discrimination and violence from government institutions is a key issue’<sup>21</sup>. Attempts at strengthening Civil-Military Cooperation (CIMIC) was conducted in some other counties, e.g., Lamu<sup>22</sup> and Laikipia, but to date, no CIMIC interventions have been conducted in Mandera, Wajir or Garissa, even though levels of mistrust are high and a common understanding of security concerns is needed.

The counties of Mandera, Wajir and Garissa have in recent years experienced the highest levels of violent extremist attacks in Kenya<sup>23</sup>. The current government in Somalia is actively combating Al-Shabaab within its borders, increasing risks of spill-over of Al-Shabaab activities into Mandera, Wajir, and Garissa, further destabilising the situation. To date in 2023, Garissa has experienced the highest number of fatalities due to armed confrontations in all of Kenya (37 fatalities from January to March<sup>24</sup>) and still carries the heavy memories from the 2015 attack on Garissa University, attributed to Al-Shabaab, in which 147 people – mostly university students – were killed. Analysis of the recent conflict history in Kenya shows that the reported number of fatalities due to armed confrontations that concern government and/or territory (i.e., ‘state-based’ violence according to the UCDP conflict data definition<sup>25</sup>) in the last 5 years is higher in Mandera, Garissa and Wajir than in any other county in Kenya<sup>26</sup>, underlining the volatile security context, influence of violent extremism and impact of confrontations between security forces and non-state actors.

These multidimensional threats to peace and security continue to undermine development. Poverty levels in Garissa, Mandera and Wajir stand at 66%, 63% and 78%, respectively, higher than the national average of 36%. More than 60% of the population, in these counties, live on less than 1.9 USD per day. The average primary school enrolment rate is at 37 percent affecting the literacy levels

<sup>19</sup> CHRIPS (2016) – Civil-Military Relations in an era of violent extremism. Policy options for the Kenya Defense Forces.

<sup>20</sup> Inside Kenya’s war on terror: breaking the cycle of violence in Garissa | Saferworld.

<sup>21</sup> Leave No One Behind. Peace and Conflict Analysis: Through the eyes of those at risk of being left behind | UN Kenya, 2022.

<sup>22</sup> Muthee, K.A. and Mulu F., 2022: Civil Military Cooperation (CIMIC) as a strategy for security stabilization operations: case of Lamu County, Kenya.

<sup>23</sup> Haider, H. 2000; own analysis based on ACLED and UCDP.

<sup>24</sup> Kenya Situation Update: March 2023 | Government Operation Against Pastoralist Militias in North Rift Region (acleddata.com).

<sup>25</sup> Following the definition the Uppsala Conflict Data Program, according to which *state-based* violence is defined as a contested incompatibility that concern government and/or territory with the use of armed force between two parties of which at least of is the government of a state.

<sup>26</sup> Own conflict history analysis, based on UCDP and ACLED data.

in the three counties. As per county consultations that were carried out in the counties, women and girls have been left behind affecting their quality of life and capacities to resolve creatively and innovatively some of the numerous challenges facing them such as poverty, hunger, diseases, and conflicts. The high illiteracy levels in these counties further worsens unemployment rates and hinders the empowerment of individuals and communities, particularly women and youth, impacting the capacities of citizens to advocate for their own needs and rights to seek accountability of national and international partners through non-violent means. County and national governments as well as development partners have, over the years, attempted to identify and deploy solutions to the long-standing challenges the region faces but the structural change has been very slow<sup>27</sup>. Despite the gains brought about by devolved governance as outlined in the 2010 Constitution, local rivalries and clan competition for political seats have deepened with the devolved functions being perceived as guaranteed access to resources for winning clans to the disadvantage of losing clans<sup>28</sup>. Moreover, the lack of coordination between development initiatives and beneficiaries in NE Kenya has been highlighted as one of the key challenges to inclusive development in Mandera, Wajir and Garissa<sup>29</sup>.

Previous efforts at large-scale transformation of the situation in the Northeast have not achieved the intended impact because of minimal consultation with and participation of communities to understand key priorities and bring them on board, weakness in linking efforts of national authorities with communities, failure in delivery capacity of county authorities, and lack of accountability and transparency.

Over the last two years, the Government of Kenya, UN Kenya, the United States of America (USA), United Kingdom (UK), European Union (EU) and the World Bank have come together in a new “North-East Partnership/Advisory Group” to align efforts at international, national, and county level to reverse these historic trends and capitalise on sustainable development opportunities. The effort has produced a detailed concept note, identifying key priorities to unlock the region’s potential: promotion of peace and security; education and opportunities for the youth; socio-economic development; infrastructure and investment and cross cutting issues namely climate change, women’s inclusion, and empowerment<sup>30</sup>. These priority areas are considered as having a catalytic role in realising progress on other development goals. The initiative is led by the Office of the Deputy President, who is tasked with the role of coordinating partnership relations and bridging the gap between counties and national government. The UK government has already rolled out a Kenya – Somalia – Ethiopia borderlands program (that also touches on border areas of Mandera, Wajir and Garissa) to address the insecurity levels in the region. This program will contribute to the promotion of peace and security in the North East region. The World Bank on the other hand through the Northeast Development Initiative (NEDI II) is addressing socio-economic disparities and inequality challenges through focusing on energy, water, transport, social protection, displacement, and agriculture.

This North East Partnership/Advisory Group presents an opportunity for addressing some of the structural changes that have made the region to lag behind. Coordination of peace and development interventions that are informed by the continuous collection and analysis of data will guide peace and development partners as well as government to make decisions that are informed by the local dynamics. Despite the long history of development interventions in NE Kenya, no central data repository exists that provides access to the diverse knowledge that has been accumulated over the years as part of the numerous development, peace, and security interventions in the region. If local data exists, then it is usually stored in siloes of individual stakeholders and it is not accessible to county

<sup>27</sup> Transition Paper North-East Kenya and Borderlands, Government of Kenya, 2022.

<sup>28</sup> Voices of the People: Challenges to Peace in Mandera County | NCIC and Interpeace, 2017.

<sup>29</sup> GoK Transition paper for NE Kenya; NDMA Emergency briefing for Garissa; pers. comm., with representatives from County Governments, CSOs and Community members during scouting missions in Mandera, Wajir and Garissa conducted in preparation for the project proposal

<sup>30</sup> Transition Paper North-East Kenya and Borderlands. Government of Kenya, 2022.



governments or the wider ecosystem. In the absence of granular data, evidence-based programming tailored to the needs of those at risk of being left behind is extremely difficult. The importance of filling data gaps and using data for county development planning is widely acknowledged as a key priority in all target counties<sup>31</sup>.

[The following example underlines the challenges posed by lack of data and technical capacity: the World Bank has recently launched a new instrument for community-led climate financing in Kenya, but county governments often lack the data and the technical capacity to develop comprehensive high-quality community climate action plans necessary to access the funding. Five key challenges around data and digital innovation are highlighted: (i) substantial gaps in the availability of disaggregated primary data; (ii) a lack of consolidation and accessibility of those data sources that are available (e.g., no central data repository or knowledge management system); (iii) deficits in data knowledge and technical capacity at county levels; (iv) frequent exclusion of women from digital ecosystems and livelihood opportunities; (iv) difficulties in integrating local and citizen-generated data into national official statistics and global data ecosystems.

Whilst substantial data challenges prevail, internet connectivity and social media penetration rates are strongly increasing. For example, in Garissa town, most of the youth regularly use social media<sup>32</sup>. The wide use of social media goes along with risks (e.g., spread of hate speech and violent extremism, incitement to violence and mis/disinformation, recruitment to violent extremist groups), but it also provides a set of opportunities for digital peacebuilding in the area. It is the right time to strengthen the data and digital ecosystems in remote NE Kenya. The recent impressive growth of Kenya's digital economy and ongoing large-scale digital infrastructure development projects<sup>33,34</sup>, recent efforts to consolidate citizen-generated data and to use it for enhancing official statistics<sup>35</sup>, as well as a number of very recent local initiatives to strengthen the local digital innovation ecosystem in target counties<sup>36,37,38</sup> promise opportunities for inclusive digital development, enhancing data capacities to provide livelihood opportunities for local youth and evidence for targeted and inclusive development interventions.

For the success of the peacebuilding and development interventions in the Northeast in particular the efforts of the Northeast Partnership/Advisory Group, it will be of utmost importance that (i) communities' voices are listened to, in a manner that promotes gender equality, and amplified in all the project's platforms, ensuring that these inputs are presented and considered in development interventions (ii) trust is built between the state and communities to strengthen inclusive collaboration and accountability amongst all stakeholders at national, county, and local levels.

<sup>31</sup> *pers. comm.*, with representatives from county governments, CSOs and community members in Garissa, Wajir and Mandera; scouting mission for this project proposal.

<sup>32</sup> *pers. comm.*, representatives from Garissa County Government and Civil Society, during scouting mission for this project proposal.

<sup>33</sup> The Government of Kenya has recently approved the 'Digital Superhighway project', which will include the installation of 100,000 km of new fibre optic cable, creating around 25,000 public WiFi hotspots and 1450 Digital Village Smart Hubs to reach all remote areas in Kenya and improve electronic government services. See, e.g.: [Kenya Digital Superhighway Project \(trade.gov\)](#).

<sup>34</sup> Kenya and the World Bank Group Provide a \$390 Million Boost the Digital Economy

<sup>35</sup> [SDG Kenya Forum - For Sustainable Development](#)

<sup>36</sup> In Garissa, the county government has this year launched a geospatial data strategy and a collaboration with MercyCorps to develop a county GIS platform, it is planning a county government knowledge sharing platform, and it has setup first vocational training centres in different sub-counties that offer data/ICT courses. The county governor is actively advocating for digital innovation driven by the youth, and the civil society has recently established NIEHUB, the first local innovation hub.

<sup>37</sup> In Wajir, access to electricity and internet connectivity is poorer than in Garissa and the digital innovation ecosystem is in its infancy, but Wajir has also recently launched the local innovation hub, NIIHUB (community representatives and expert opinion; scouting mission for this project proposal)

<sup>38</sup> In Mandera, access to electricity and internet connectivity is poorer than in Garissa and the digital innovation ecosystem is its infancy, but recently a local innovation hub (Philips/UNFPA Mandera Community and Innovation hub) was opened with support from private industry and UN (county government, community representatives and expert opinion; scouting mission for this project proposal).

- b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**<sup>39</sup>, how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process

The project contributes to the Government’s priority as outlined in Vision 2030, linking directly to the social and economic pillars, the Medium-Term Plan IV, and the new government’s manifesto, which prioritizes socio-economic inclusion. The project will in particular contribute to the North-East Development Initiative that seeks to transform the status of peace and development in the region. By linking peacebuilding and inclusive development, the project addresses priorities for integrated HDP nexus programming. The data and digital innovation workstream of the project aligns directly with the Government of Kenya priority on strengthening the digital economy, as e.g., manifested in the recently approved Digital Superhighway Project. In addition, the project will contribute to the ongoing support in the implementation of the National Strategy to Counter Violent Extremism and County Action Plans (CAP) on PVE and the implementation of Kenya’s Second National Action Plan on United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace, and Security (KNAP II, 2020-2024) and UNSCR 2250 on Youth, Peace, and Security.

The project will be implemented within the framework of UNSCDF which was collaboratively developed by the Government of Kenya and the UN Kenya in 2022 addressing the country’s priorities, which is guided by the “leaving no one behind” principle. It will further benefit from and contribute to the “UN Kenya Deepened Presence in ASALs to deliver the SDGs and Enhanced Capacity of County Governments through Embedded Secondments: The UN at Devolved Level (2022-2026)” that seeks to strengthen development coordination and the capacities of the county governments to effectively coordinate development programmes and enhance UN Delivering as One at local levels. The focus on borderland counties is aligned with the strategic UNDP Africa Borderlands initiative that advocates for the importance of African borderlands. The Office of the Deputy President has committed its wholehearted support for the project, and its role as national implementing partner ensures high-level national ownership.

- c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal’s sector by filling out the table below.

This project complements other UN projects and interventions in North East Kenya that are being spearheaded by the North East Partnership/Advisory Group comprising of the Government of Kenya, Mandera, Wajir and Garissa County Governments, the Frontier Counties Development Council, constituent international partners (currently the World Bank, European Union and the UK) and civil society to drive and coordinate efforts to enhance North East Kenya’s peace, development, prosperity and long-term stability. Specifically, this intervention will contribute to the World Bank’s North and North Eastern Development Initiative (NEDI)<sup>40</sup>, which seeks to address some of the complex developments challenges in the region. Through the PBF project, the NEDI stakeholders will be provided with linkages to community level structures as well as access to reporting and analysis to inform their planning and implementation that will integrate communities needs and priorities. For NEDI and other existing Bank interventions, this project could be a direct entry point for the World

<sup>39</sup> Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

<sup>40</sup> <https://documents1.worldbank.org/curated/en/556501519751114134/pdf/NEDI-Boosting-Shared-Prosperty-for-the-North-and-North-Eastern-Counties-of-Kenya.pdf>



Bank's Grievance Redress Mechanisms as well as helping the WB develop investment pipeline that have relevance and credibility within the community.

With the digital peacebuilding capacities acquired under the PBF-supported Early Warning and Response during the 2022 Elections in Kenya, the NE Kenya Inclusive Peace and Development project will benefit from the technical expertise and experiences to advance peacebuilding utilizing digital platforms. Local peace structures in the three counties will be capacitated to utilize these technologies. Perspectives and experiences of the NE Kenya Inclusive Peace and Development project on trust building between communities and security agencies and the continuous risk assessments that will be conducted will inform some of the interventions under the Kenya – Somalia – Ethiopia Borderlands project funded by the FCDO to support policy and programming. The project will further complement other UN interventions including UNDP's *Amkeni wa Kenya* project, WFP's capacity strengthening for DRR and Climate Resilient Livelihoods in Kenya amongst other projects. The table below presents some of the existing interventions that will be complemented by the project.

<b>Project name (duration)</b>	<b>Donor and budget</b>	<b>Project focus</b>	<b>Difference from/ complementarity to current proposal</b>
North and Northeastern Development Initiative <sup>41</sup> 2018 – 2028 (several projects)	World Bank with close to \$ 2 Billion	Infrastructure Locally led climate change adaptation Water management Energy Roads Public participation	The NEDI intervention seeks to address socio-economic disparities and inequality challenges through focusing on energy, water, transport, social protection, displacement, and agriculture.
The Kenya – Somalia – Ethiopia Borderlands Project, March 2023 – March 2026	UK Foreign Commonwealth Development Office (FCDO)	Support to policy and programming informed by conflict dynamics Strengthening formal and informal mechanism to build resilience Addressing community needs to mitigate against drivers of instability and violent extremism	This project has a specific focus on the cross-border areas of the three counties.
Digital Economy Approved in 2023	World Bank 390 M USD	How to leverage on digital platforms for sustainable development	The project focuses on utilizing digital platforms for sustainable development in African counties including Kenya

<sup>41</sup> <https://documents1.worldbank.org/curated/en/556501519751114134/pdf/NEDI-Boosting-Shared-Prosperty-for-the-North-and-North-Eastern-Counties-of-Kenya.pdf>

Deepening Democracy (DD), 2021-2023 UNDP, UN Women, OHCHR	European Union - 4.7 million Euros Germany – 500,000 Euros UK – 150,000 GBP	Good governance, early warning, and response, civic engagement, human rights monitoring, institutional development, prevention and sustaining peace	The project focuses on strengthening capacities of citizens, non-state actors and media to engage in governance processes in electoral and post-election periods
Transcending Foundations of Peace and Security for Inclusive and sustainable Development in Kenya 2020 – 2023 UNDP	Government of Sweden, 4.5M USD	Peacebuilding, conflict prevention, cohesion, violent extremism and community security	The project proposal has many elements which deal with strengthening the capacities of local peace structures and improving community – security relations. This proposal will also contribute to these elements focusing on counties and groups that have always been left behind.
Early Warning and Early Response Project (2022) - UNDP, OHCHR	PBF Germany 1.5 million USD	Supporting national early warning mechanisms and structures, high-tech social media analysis of hate speech and misinformation and counter-messaging through online influencers.	This project established an innovative consortium of actors in the tech and digital space, to identify and counter online hate speech and misinformation, and support national early warning and response mechanisms.
<i>Amkeni Wa</i> Kenya Empowering Civil Society for change: Towards human rights centered transformational governance in Kenya.	European Union	Empowerment of civil society Access to justice Human rights centered governance	The project focuses on building the capacities of civil society actors to advocate for access to justice, human rights and good governance amongst communities
National Mediation Team and Women's Mediation Network, 2022	PDA Seed funding	Mediation, strengthening national capacities for prevention and sustaining peace;	This project will leverage on the women mediation networks in some of the target counties to strengthen their contributions to inclusive development and sustaining peace.

Capacity strengthening for DRR and Climate Resilient Livelihoods in Kenya	10.5 million USD Government of Sweden (Covering 9 ASAL counties)	Capacity strengthening on DRR and investment in climate resilience agricultural practices for increased diversified sustainable food production systems.	Rehabilitation of critical water infrastructure for crop production and livestock use can act as peace dividends for communities. Established community structures that can be built on to strengthen peaceful coexistence between communities and security duty bearers.
Changing Life Transformation Fund	6 million USD	Transformative change from camps to settlement by creating resilient and socially protected populations communities.	Generating peaceful coexistence between displaced populations and local populations through investment in self-reliance, sustainable food systems and enhancing social protection.
Building resilience to climate shocks and sustainable food systems	6 million Euros BMZ	Investment in strengthening of the early warning systems, providing seasonal safety nets for drought affected communities and strengthening alternative livelihoods and market access	Strengthening the capacity of the county governments and government structures to respond during climate related shocks will benefit from this contribution towards building their capacity to generate evidence that will inform policy, programmes and design of interventions to respond to drought and other disasters.
MoU between Kenya National Bureau of Statistics and KNCHR.	\$30,000 plus technical advice OHCHR	Human rights-based approach to data to support SDGs implementation	Utilization of a human rights-based approach to data collection and analysis to support progress against the SDGs and LNOB. The PBF Project will leverage on this collaboration to inform and support efforts to strengthen inclusive data collection and analysis at the county and sub-county level. OHCHR providing technical support and expertise, and funds for convening workshops.

## II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

- a) A brief description of the project focus and approach – describe the project’s overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

The proposed project aims to support models for trust building through CIMIC, inclusive dialogue, empowerment of communities, and fostering public participation and inclusive governance structures to strengthen communities’ resilience to threats to peace and security. The project further seeks to create an enabling environment for a more effective and conflict sensitive development programming through fostering linkages and inclusion in the Northeast Advisory/Partnership Group development programs that address the underlying threats to peace and security.

It aims to address the intersection between insecurity, climate risks, conflict sensitive development, and inequalities in the targeted counties through improving links between communities and authorities to identify and address security and development priorities and adopting a gender mainstreaming approach. This approach recognizes that gender inequalities and power imbalances can exacerbate the impact of these issues on women, girls, and marginalized communities. The project will therefore prioritize the inclusion and participation of women, youth and other marginalized groups in decision-making processes and ensure that their unique needs and perspectives are integrated into all project activities. By doing so, the project will promote gender equality and empower women and other marginalized groups to better address the challenges of insecurity, drought and inequalities in their communities.

In line with recommendations from the Government of Kenya Transition paper for North-Eastern Kenya for improved coordination and the need for conflict sensitivity in development interventions,<sup>42</sup> the project will strategically create horizontal and vertical linkages between national government (office of the Deputy President), county governments and international donors while putting communities at the heart and centre of this collaboration. A community-centric and conflict sensitive approach to development programming, strengthening local governance mechanisms and processes will be promoted to ensure communities, especially women and girls, youth, and other vulnerable groups are meaningfully involved in every facet of the decision-making processes in planning, implementation, and evaluation of peacebuilding and development interventions.

Militarized and heavy-handed security approaches have undercut human security and sustainable development and have not improved overall security and stability. Furthermore, they have fed mistrust and lack of cooperation with communities. The project will focus on fostering dialogue and building trust between security agencies and communities through tailored joint training on CIMIC and human rights. Community dialogues conducted through civil society and grassroots networks will identify human security concerns and priorities that community CIMIC champions (including women and youth) will bring to the CIMIC trainings and mechanisms. Through CIMIC mechanisms, community members and security forces will identify livelihoods projects that will be implemented jointly as trust-building ‘peace dividends’ initiatives.

In addressing the significant mistrust between security forces and communities in Mandera, Garissa and Wajir, it is important to consider gender mainstreaming. This means ensuring that gender perspectives and concerns are integrated into all aspects of the response, including the design,

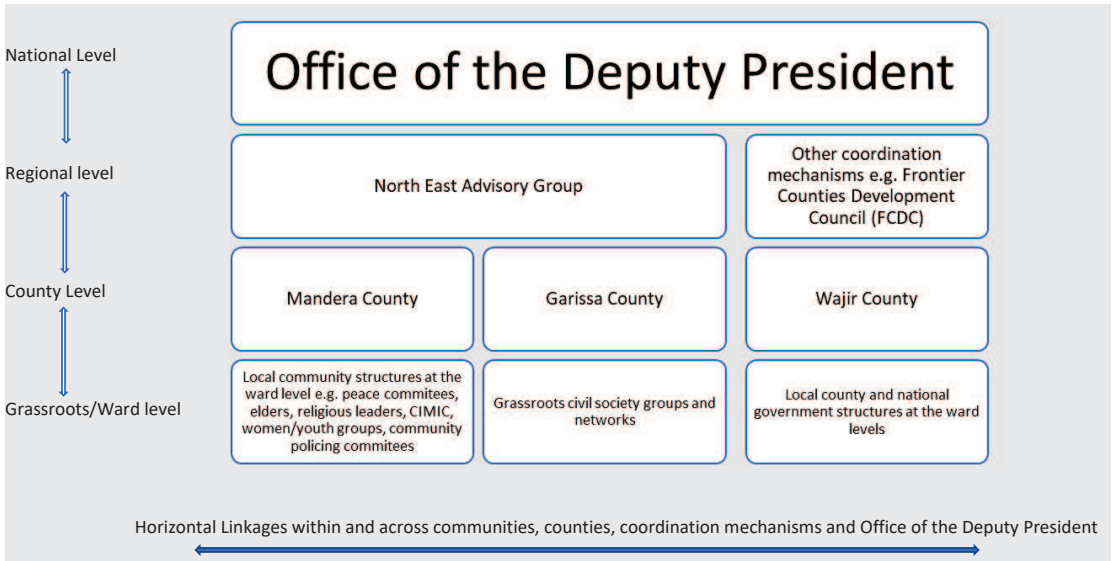
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<sup>42</sup> ,GoK Transition Paper for NE Kenya

implementation, monitoring, and evaluation of CIMIC interventions. One way to incorporate gender mainstreaming is to ensure the participation and engagement of women and girls in all stages of the response. Women and girls are often disproportionately affected by conflict and insecurity, and their perspectives and experiences are essential in identifying and addressing the root causes of mistrust and resentment towards the military. By incorporating gender mainstreaming into CIMIC interventions, it is possible to build trust and strengthen relationships between security forces and communities in conflict-affected areas while also redressing structural inequalities. This can lead to more effective and sustainable solutions that address the root causes of insecurity and marginalisation in the North-eastern counties of Kenya. As part of the project methodology, human rights assessments, and analysis – conducted in partnership with KNCHR and community-based networks and human rights defenders – will inform engagement with security agencies and also serve to mitigate risk as per the UN Human Rights Due Diligence Policy.

Context specific climate security analysis including hotspot mapping, using LNOB lens, would be conducted to support evidence-based decision-making process, specifically in terms of targeting. Knowledge transfer through developing trainings of trainers, for instance, will be one of the key implementation strategies. In addition, data and information will be continuously collected via inclusive and participatory methodologies, including community-led data collection and analysis, community dialogues, and shared with communities and development actors to ensure the integration of local dynamics into the development interventions. Those will feed the design of further interventions, which will be context-specific, taking adaptive approaches reflecting different contexts of each county. The project will leverage on the digital expertise and experience, utilised under the PBF supported early warning project (implemented by UNDP and OHCHR) that countered online hate speech and misinformation in the electoral context, to strengthen both communities and county government’s use of information technology to contribute to improved collaboration and communication as well as providing information that will enable decision making.

Through the project, the Office of the Deputy President will be strengthened to ensure improved coordination with communities, county governments and international development partners to build synergies, reduce duplication of efforts and ensure approaches to development interventions are harmonised. The project will contribute to connecting the national peace and security coordination systems to county and community level systems.



The proposed project builds upon existing engagement of the UN Kenya in the targeted counties, including UN presences on the ground in Garissa and Wajir (WFP and UNDP). It unlocks synergies within the UN family by ensuring joint delivery of more than three UN entities (UNDP, WFP, OHCHR with support from RCO). It continues the previous successful engagement with grassroots networks and human rights defenders in the targeted counties during the electoral period (through KNCHR, Haki Africa and Defenders Coalition), support to KNCHR and KNBS on a human rights-based approach to data and inclusion of LNOB groups in data collection and analysis, and collaboration with the MAPEMA consortium (established as part of PBF project around the Kenya elections 2022) to address online hate speech and misinformation during the electoral period. Collectively, these efforts aim to secure a dynamic, transformative, and effective “programmatic platform” at county level in the Northeast, onto which the development interventions of larger development partners in the North-East Partnership can build.

- b) Provide a **project-level ‘theory of change’** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project’s outcomes.

*(Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)*

The problems the project aims to address include: (1) the lack of trust between community and security agencies which contributes to the high levels of insecurity and inequalities in Mandera, Wajir and Garissa counties, undermining peace, stability, and development efforts in the region. (2) the lack of structures for public participation and social accountability mechanisms at local level. (3) Minimal involvement of community voices in human security and development interventions at the county and subcounty levels. These interventions are further not coordinated resulting in duplication of efforts and lack of harmonization in approaches. The model of the project is to build trust and inclusion, thereby strengthening the foundation for more effective human security and conflict-sensitive development efforts.

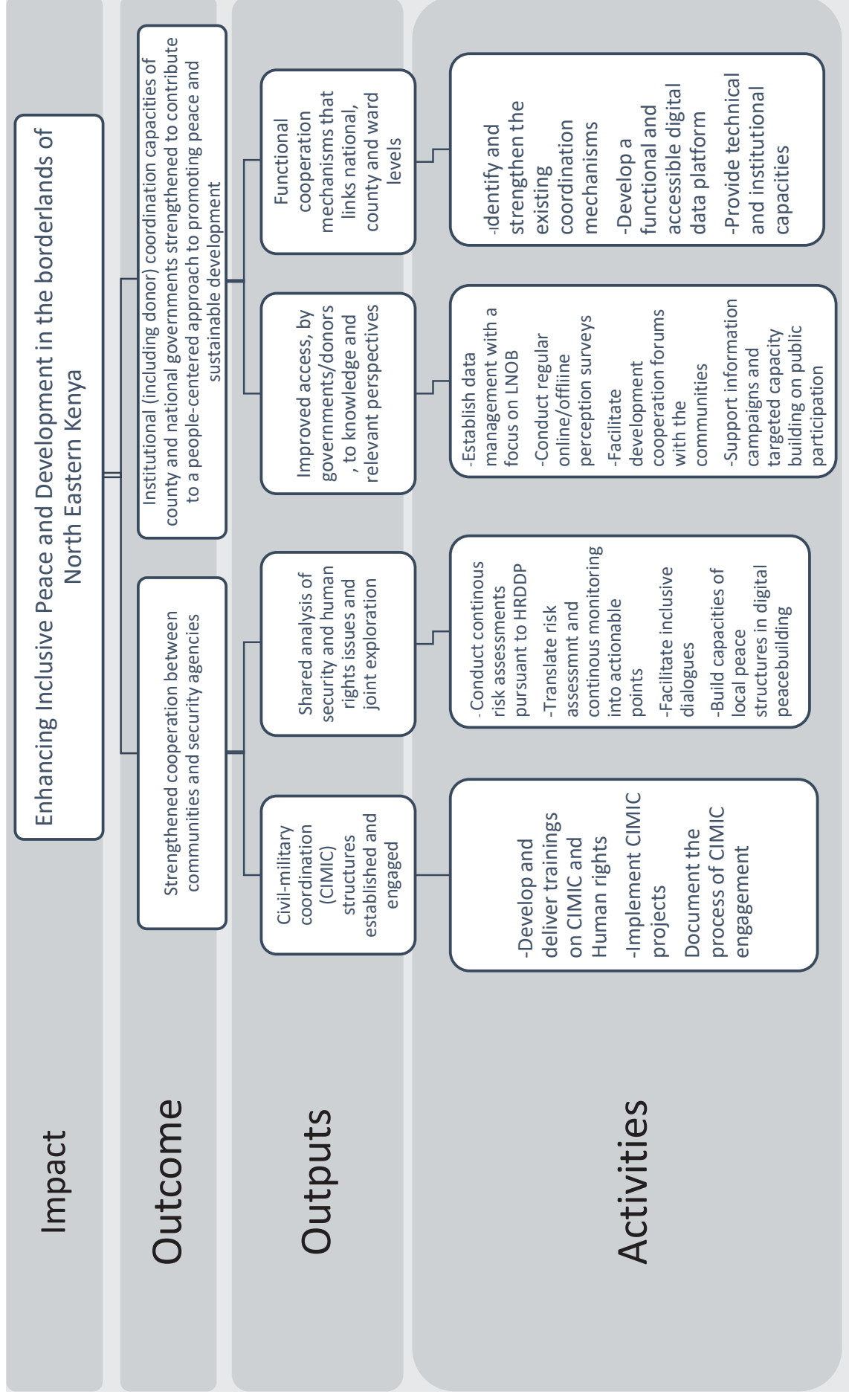
The theory of change underpinning this project is that: **If** communities and security forces are capacitated on CIMIC, human rights, and social cohesion using joint training initiatives and jointly identified livelihood projects as peace dividends and a mean to build trust; and **If** consultative and gender and youth inclusive community–security dialogues are conducted to allow for the identification of security related concerns and issues; **If** data and information systems are created and strengthened to collect and manage the county specific disaggregated and inclusive data, and conduct analysis needed to plan, implement, and monitor development programmes and multidimensional risks to peace and security; **If** communities’ and county governments capacities on inclusive public participation and social accountability mechanisms are strengthened; and governments and development partners capacities on people centered and conflict sensitive approaches to development are enhanced **THEN** inclusive CIMIC structures can be established and operationalized, livelihood opportunities improved and shared analysis in security and human rights violations continuously realized; knowledge and perspectives to inform development interventions and a functional cooperation mechanism linking



national, county and grassroots level will be strengthened **THEN** there will be improved trust between communities and security while institutional capacities on conflict sensitivity and community centric approaches will be enhanced **THUS** minimizing the threats to peace and security that undermine inclusive peace and development in Mandera, Wajir and Garissa counties, and improving outcomes for communities.

**Assumptions:**

- Successful and meaningful collaboration between communities and security agencies, and mutual engagement.
- Collaboration of government and non-government entities (at both national and subnational levels) engaged in this project
- The digital and data platforms that will be strengthened/established by the project will be utilized by all.
- Development projects will be flexible to review their plans and programmes to incorporate the needs and priorities of the communities
- The meaningful engagement of communities in planning and implementation of development and peacebuilding intervention will make these more conflict sensitive and contributing to peacebuilding outcomes.



- c) Provide a narrative description of key project components (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities.

**Use Annex C to list all outcomes, outputs, and indicators.**

**The project has two outcomes:**

**Outcome 1: Strengthened trust and cooperation between security agencies and communities to create a conducive and collaborative environment for human security, social cohesion and sustainable development.**

**Output 1.1: Enhanced civil-military coordination through training, dialogue, and establishment of CIMIC structures, including women, youth, and marginalized groups in the target counties, to foster dialogue and cooperation between communities and security agencies to address human security challenges.**

**Major Activities**

1.1.1. Informed by field-based needs assessments, develop, and deliver a tailored training package on CIMIC and human rights bringing together security agencies and communities in the three counties, to build trust and collaborative relationships, and support cooperation on human security and resilience initiatives. Through these CIMIC trainings, CIMIC structures will be established in each county to facilitate dialogue and cooperation between security agencies and communities.

Gender and youth perspectives will be integrated into the development and delivery of the training package through a gender analysis, gender-sensitive content and facilitation, inclusive participation, and monitoring and evaluating outcomes using gender- and age-sensitive indicators. This will ensure that the training package addresses the specific needs and concerns of women, men, girls, and boys, and that gender equality and women's empowerment is advanced through the implementation of CIMIC and human rights initiatives.

1.1.2. As CIMIC initiatives, implement 'peace dividends' projects jointly identified by communities, security agencies and other actors through CIMIC structures, to support inclusive and locally driven resilience and livelihoods strengthening interventions. A special focus will be given to women and youth-driven projects.

1.1.3. Document the process of CIMIC engagement, capacity development, and implementation of projects, to foster learning and inform future practice by security agencies and engagement on CIMIC.

The documentation process will also highlight the specific needs and concerns of women, men, girls, and boys, and the ways in which CIMIC projects have addressed or failed to address these needs and concerns and ensuring a gender balance in participation by including the perspectives and experiences of women and men.

**Output 1.2: Inclusive assessment and analysis of security and human rights issues to inform project initiatives, risk mitigation and joint exploration of possible solutions to address identified issues.**

## Major Activities:

**1.2.1.** Develop capacities of the CIMIC structures as well as other local peace structures comprising of peace committees, elders, religious leaders, women, youth and CSOs on peace, security, and human rights issues utilizing digital platforms for peacebuilding, networking, and information sharing.

In a participatory process with communities, develop a concept for digital peacebuilding. Deliberate efforts will be made to ensure women attend the trainings and that sessions on women engagement in peacebuilding are incorporated.

**1.2.2.** Facilitate inclusive dialogues and interactions targeting CIMIC mechanisms as well as targeted community actors comprising of women and youth, to enhance understanding of security-related concerns, build trust, increase transparency, and identify priorities for human security and resilience.

The dialogues will be facilitated through one of the local implementing partners, HAKI Africa, with a good understanding of the local dynamics and vast community networks. The dialogues will inform CIMIC initiatives and contribute to community – security discussions on human rights, peace and security issues and possible solutions.

**1.2.3.** Conduct risk assessments pursuant to the Human Rights Due Diligence Policy and identify mitigation measures. Throughout the project, undertake continuous monitoring and analysis of the human rights situation in partnership with KNCHR and community-based organizations and human rights networks in the targeted counties to inform project implementation and risk mitigation.

Human rights monitoring and assessments will include Gender Based Violence (GBV) to recommend risk mitigation interventions throughout the project.

**1.2.4** Translate risk assessments and continuous monitoring to actionable options for early response activities, including through exploring the feasibility of using novel foresight (e.g., UNDPs foresight playbook) and forecasting methodologies (e.g., Machine Learning based forecasting system VIEWS) to provide structured and evidence-driven options for possible solutions to address identified issues.

The assessment will be conducted through VIEWS (Violence and Impacts Early-Warning System), a research consortium at Uppsala University and Peace Research Institute Oslo that brings together the political Violence Early-Warning System (ViEWS) with the interdisciplinary conflict impacts projects Societies at Risk and ANTICIPATE. The forecasts are informed by historical data on hundreds of conflict-related predictors from data providers such as the UCDP, ACLED, WDI, V-Dem, FAOSTAT and FAO AQUASTAT, PRIO-GRID, MIRCA, MAPSPAM, SPEI Global Drought Monitor, and the text-based conflict prediction model (conflictforecast.org) developed by Mueller & Rauh. Results will be provided as predicted number of fatalities from state based conflict per unit of analysis; and as a predicted probability of surpassing at least 25 direct deaths (“battle-related deaths”) from political violence per country and month, or at least one death per grid cell and month.

## **Outcome 2. Institutional (including donor) coordination capacities of county and national governments strengthened to contribute to a people-centered and conflict sensitive approach to promoting peace and sustainable development in the counties of Mandera, Wajir and Garissa.**

**Output 2.1. Improved access, by governments/donors, to knowledge and relevant peacebuilding perspectives to incorporate innovative integrated development that address the needs and**

## **priorities of the communities and strengthens effectiveness, efficiency, and conflict sensitive service delivery**

**2.1.1.** Establish/strengthen inclusive data/information collection, sharing and management systems at county and national levels, with a focus on LNOB groups, to collect, analyze and manage the county specific disaggregated data.

This will support improved planning, implementation, and monitoring of development programmes to address multidimensional risks to peace and security. Inclusive data collection and analysis will be informed by a human rights-based approach to data to integrate a leaving no one behind approach in monitoring the impact of development efforts.

**2.1.2.** Conduct regular online and offline perception surveys amongst LNOB groups around ongoing peace, security and development interventions. The surveys will target women, youth and PWDs to gauge their perceptions of how these interventions have impacted on their lives and the extent to which they have been included in the decision-making processes.

**2.1.3.** Facilitate consultative dialogues between county, national governments and development partners and communities to identify risks, priorities, share knowledge and increase alignment to county and national goals.

Communities' consultations will ensure their involvement in planning and implementation of development interventions to ensure that governments and development partners integrate conflict sensitivity approaches into programming informed by local dynamics. Feedback mechanisms will be created through perception surveys, regular meetings with community beneficiaries and consultations and engagements with the governments, development partners amongst others..

**2.1.4.** Facilitate the community's (including women, youth and PWDs) access to good quality information of ongoing/planned county level development interventions through public meetings, community briefings, producing and sharing printed information, establishing information repositories, utilizing mainstream and social media, messaging using vehicle with public address and performances such as storytelling for communicating information.

**2.1.5.** Facilitate targeted capacity development initiatives on public participation in peace, security and development in support of implementation of county public participation and civic education policies at the local (ward) levels, and support meaningful public participation of women, youth and groups left behind.

## **Output 2.2: Functional cooperation mechanisms that link national, county and ward level to maximize synergies and enhance cooperation between the different levels to improve conflict sensitive development cooperation in the target counties**

**2.2.1.** To identify and strengthen the capacities of the existing coordination mechanisms at the national, county and ward level, clarify their functions and responsibilities for harmonization of plans and programmes

**2.2.2.** Develop a digital data platform that provides a one-stop portal to consolidate key information about all ongoing activities related to the HDP nexus in target counties (focus on NEDI GoK, CSOs), and supports the use of disaggregated data to facilitate analysis from a LNOB perspective.

The data platform will consolidate and visualize the data from the various analyses' activities of this project (e.g., human rights monitoring, social media monitoring) with data from project stakeholders (e.g., NEDI II), UN partners (e.g., UNDP CRD Data Warehouse), and from public sources (as available through use of advanced AI based tools like e.g., DataMinr, PrimerAI, Traversals). The portal will be publicly accessible for all, and it will include a blog and social media embedding for facilitation of public participation in development projects.

**2.2.3.** Provide technical and institutional capacities to the coordination mechanisms such as the North East Advisory/Partnership Group, Frontier Counties Development Council and other relevant mechanisms to improve coordination and harmonize approaches to development interventions. Technical support in conflict sensitive programming as well as access to information about local dynamics will be provided.

- d) **Project targeting** – provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.

**Geographic Zones:** The project will target selected wards in Mandera, Wajir and Garissa counties in the North-East region of Kenya, in particular where military and security forces are deployed (for the CIMIC interventions). Mandera County, bordering Ethiopia to the North, Somalia to the East and Wajir county to the Southwest, has a population of 1,200,890 (2019 National Census). Wajir County, which borders Somalia and Ethiopia, has a population of 720,000 (2019 National Census). Garissa County has an estimated population of 841,353 (2019 National Census), which was projected to increase to 1,029,504 people by 2022 (Garissa County Integrated Development Plan). In all three counties, the population is predominantly ethnic Somali, and pastoralism is the main source of livelihoods and economic activity, with other income sources including agricultural related activities. The main cause of conflicts in the counties has been resource-based clan clashes over the scarcity of water and pasture, exacerbated by the current drought. Competition over political positions has been exacerbated by devolution, perceived by the clans as both a guarantee of access to resource allocation and a vanguard against exclusion and domination by other clans. The porous Kenya – Somalia border contributes to the easy entry of Al-Shabaab increasing the incidence of terrorism and violent extremism<sup>8</sup>. Insecurity levels are still high resulting from violent extremism, mistrust between the public and security agents and spillover effects from Somalia.

The three counties have been identified by the North-East Advisory Group as of great importance to Kenya and its partners because of their geo-political importance, untapped resources, and potential, and play a key role in regional stability as outlined above. The targeted wards will be selected in close consultation with the county governments and the security agencies, informed by areas of current deployment of security agencies, and building on WFP's climate security analysis and hotspot mapping, UNDP and OHCHR's previous experience working in the region.



**Project Beneficiaries:** The Office of the Deputy President will be the national counterpart for the project. Consultations have been made with the Chief of Staff and the DP's Senior Coordinator for the North East Development Initiative. The Office will benefit from technical and resource capacities to support the coordination of the Northeast Advisory group as well as international development partners working in the three target counties. County governments in the three counties of Mandera, Wajir and Garissa will also benefit from the project. Departments working in peace and conflict, preventing/countering violent extremism, special programmes, youth and women interventions, innovation will all interact with the project. The national government present at the county level i.e., the members of the County Security Intelligence Committee (CSIC) and the Sub County Security Intelligence Committees (SCSIC) which include County Commissioners, police, military, intelligence, and Kenya Wildlife Service, will also benefit from the project. This will be from the CIMIC interventions that will seek to promote trust building and cooperation between communities and security agencies. KNCHR (through its northern regional office) and local civil society organizations and networks will be key partners in the project. The county and sub county peace committees, elders, community policing committees, court users' committees, CSO forums, religious leaders will also be targeted as key partners and stakeholders. In all these groups, deliberate efforts will be made to ensure that 33 per cent of all those who will be engaged are women, in line with the two-thirds gender principle outlined in Article 27(8) of the Kenya's constitution to address under representation of women in decision making. In the Northeastern region of Kenya, women, have in the past, been excluded in participating in decision making due to prejudicial biases deeply rooted in cultural, social and gender norms. Patriarchal norms that assign gender roles traditionally bestow household responsibilities on women and leadership on men<sup>43</sup>. In other instances, women's forums and focus groups will be held to allow for safe spaces for interaction. Youth and Persons with Disabilities (PWD) will also be targeted. Project partners and beneficiaries were consulted at the national level and in the three target counties.

In terms of expected number of beneficiaries that will be reached, an average of 100 community – security representatives will be reached through the CIMIC trainings, with a target of approximately 33 percent being women. Four trainings will be conducted, three in the counties and one in Nairobi targeting senior security officials. For the capacity building activities on digital peacebuilding, public participation and other relevant thematic areas, 200 community representatives will be targeted per county, with women and youth included. At least 3 CIMIC livelihood projects will be implemented in each of the three counties. The CIMIC projects will target to reach impact at least 50 community-security representatives, directly with over 100 community members indirectly benefiting from the projects in each of the counties. For the consultative dialogues, approximately 200 influential community representatives will be reached in each of the three counties, directly. The project will target to reach over 5,000 listeners/audiences through the vernacular radio stations in the county to relay relevant information on peace, security and development. This information will also be relayed on social media platforms. **Consultations made:** Consultations have been made with the Office of the Deputy President Office, county governments and County Commissioners in Garissa, Mandera and Wajir, national and local civil society organizations, community representatives and other stakeholders, including the Kenya National Commission on Human Rights.

### III. Project management and coordination (4 pages max)

- a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the Convening

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<sup>43</sup> International Alert (2022), Women and power: Political participation in Wajir county, Kenya, <https://www.international-alert.org/blogs/women-and-power-political-participation-in-wajir-county-kenya/>

Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
<b>Convening Organization:</b>  UNDP	\$12.972M	EU Japan GEF Norway World Bank Sweden Netherlands Finland Russia Peacebuilding Fund	Nairobi	2	Resident Representative Deputy Resident Representative Programmes and Operations Senior Governance Advisor Portfolio Analyst PBF Project Manager PBF Operations Associate
Implementing partners: Office of the Deputy President, Interpeace, Build Up, Code for Africa, ASDEF, <i>Maendeleo ya Wanawake</i>					
<b>Recipient Organization:</b>  OHCHR	\$1,500,000	OHCHR Italy Ireland DD basket fund Peacebuilding Fund	Nairobi	None	Senior Human Rights Advisor, Human Rights Officer, Prevention & Human Rights Analyst
Implementing partners: International Peace Support Training Centre, Kenya National Commission on Human Rights, HAKI Africa					
<b>Recipient Organization:</b>  WFP	\$400M	Government of Sweden Germany - Ministry of Economic Cooperation and Development Australia New Zealand USAID	Nairobi (and Wajir, Garissa Field Offices)	Garissa – 15 Staff Wajir – 11 Staff	Deputy Country Director Head of Innovation Programme Policy Officer (Climate Adaptation)
Implementing partners: CGIAR Relief Construction and Development Organization, Pastoral Girls Initiative (PGI), Vision Corps Initiative (VCI)					

- b) **Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in **Annex A.1** and attach key staff ToRs.

**Project Coordination:** The project will be governed by a Project Steering Committee and a Project Coordination Team. The Project Steering Committee will comprise of management from UNDP, OHCHR, WFP led by the Resident Coordinator as well as the main national government counterpart, the Office of the Deputy President. These five entities will be responsible for steering the project. The Project Steering Committee will meet quarterly or at the request of the Project Coordination Team and will also perform the duties and tasks assigned that include providing technical guidance and oversight in project implementation, approve changes to the project scope, budget or timeline; making management decisions upon request amongst others.

The Project Technical Committee will comprise of technical persons from the five agencies as well as implementing partners at the national and county levels. They will be meeting on a weekly basis to ensure to set targets for achievements of project goals, monitor project scope, activities, progress, and outcomes; ensure adherence to timelines and manage partnerships and resolve conflicts.

A Project Management Unit (PMU) will be established to support the five entities in implementing the project. It will comprise of Project Manager (PM), Two County Project Officers (CPO) in Mandera and Wajir counties and a Team Leader that will be based in Garissa County. One Knowledge Management and Communication Officer (KMCO), Human Rights Officer (HRO), Data and Innovation Specialist, One Project Support Officer and One Operations Associate will also be part of the team.

The project will seek to ensure communities voices are integrated into the implementation, monitoring and evaluation of the project. Through the county level project officers, regular meetings and consultations will be held with community beneficiaries to ensure they are constantly informed about the project progress. They will constantly be informed about the value of the project and made aware of the opportunities around the project. Deliberate attempts will be made to involve women, youth and PWDs in the regular meetings.

**The National Project Manager (PM)**, at NOC level, will be hired for a duration of 24 months. 100 percent of the PM costs will be charged from the project. The PM will be hired for the full duration of the project (24 months). S/he will report to the Peace and Development Advisor and the Senior Governance Advisor, UNDP. The PM will hold substantive and programmatic responsibilities requiring coordination, drafting of assessments, recommending actions, and supporting the various stakeholders involved in the project. The PM will coordinate and manage the overall intervention and will have responsibility on project implementation, including providing technical guidance on substantive aspects, ensuring effective coordination among the Responsible UN agencies, and implementing partners, and supervising external personnel contracted by the project. The Project Manager shall coordinate the necessary support for the implementation of the PBF project, responding to UNDP, WFP and OHCHR (specific ToRs in the Annex).

**A Knowledge Management and Communications Officer (KMCO)** will also be hired by the project to support communications and knowledge management of the project. The KMCO will be hired at IPSA level 9 and 100 percent of the costs will be charged in the project. The KMS will be based in Nairobi and will report to the PM. S/he will serve as the focal point in the project's knowledge management and communication. S/he will work closely with the RUNO and implementing partners at the national and county levels to support in the consolidation and interpretation of data analysis activities for the promotion and dissemination of advocacy/knowledge materials relating to the project. They will also contribute to the development/production of communication materials to enhance visibility of the project as well as raise awareness of the project in coordination with the PM and other relevant stakeholders. The KMCO in collaboration with the PM will also support the development of the mechanisms for monitoring and evaluation, including data gathering and analysis and will identify problems and issues to be addressed. The KMCO will work closely with the Data and Innovation Specialist, exploring ways in which data from the project can be utilized to inform advocacy and decision making.

**County Project Officers (CPO).** Two (2) county project officers, at NPSA 9 level, will be hired for 24 months. They will be responsible for coordinating implementation in Mandera and Wajir counties. 100 percent of the costs will be charged to the project. The CPO will report to the PM and work closely with the UN agencies offices in the three counties. Their role will be to assist in the overall management and coordination of the project in their respective counties. They will be tasked with the implementation of the workplan in their respective counties and further ensuring the project activities are coordinated while project outputs are achieved in line with the project goals. They will also be required to support in reporting through ensuring best practices and lessons learned from the project are shared and the capacity of county level actors are enhanced.

In Garissa County, the project will be coordinated by a **Team Leader (TL)** supported through the UN Kenya Deepened Presence in ASALs project (UN at Devolved Level Project) that seeks to enhance development by strengthening county governments capacities to effectively coordinate development programmes in their counties. The UN at Devolved level project complements the peace and inclusive development and enhances UN Delivering as One. It is for this reason that the TL of UN at Devolved Level Project will dedicate 60 percent of their time to this project while 40 percent will be dedicated to the UN at Devolved Project. The TL will have a dual reporting line to the Project Manager and the Head of the Resident Coordinator's Office. S/he will perform the functions of the County Project Officers as well as roles associated to the UN Devolved Level project comprising of mapping existing resources and opportunities for UN value add support in Garissa; Enhance UN development results in through strengthened coordination at devolved levels; Promote better use of resources; Increase impact through integrated programming across UN, county governments and other development actors as well as across SDGs amongst other roles.

One **Human Rights Officer (HRO)** will be hired, at NPSA 9, for 24 months. 100 percent of their costs will be charged to the project. The HRO will report to the Senior Human Rights Advisor with an indirect reporting line to the Project Manager. The HRO will be based in Nairobi and will provide support in strengthening national and county level capacities and institutions for the promotion and protection of human rights. S/he will ensure the liaison, coordination, and follow-up of human rights, security-related and CIMIC activities of the project with Government, the national human rights institution, CSOs and communities, among others.

One **Data and Innovation Specialist (DIS)** will be hired at NPSA 10 for 24 months. 100 percent of their costs will be charged under the project. The DIS will report directly to the Project Manager. S/he will be responsible for coordinating with internal and external stakeholders to understand their data

needs. In addition, the DIS will provide technical advice on digital technologies and innovation processes that can contribute to realizing the project's objectives.

One full-time **Project Associate (PA) at G7** level will be hired for 24 months and 100 percent of the costs will be charged to the project. The PA will report to the PM and will be based in Nairobi. The PA will work closely with the project team and CPOs to provide guidance on project administrative, finance and logistical related issues while contributing to the project's annual planning, implementation, capacity building, monitoring, and reporting. The Project Associate will ensure the sound management of financial, accounting and realization of the project outputs through activities, in compliance with UNDP financial rules and regulations as well as PBF requirements. A full time **Project Support Officer at NPSA 8** will be hired to support the PA in his/her role.

To ensure an effective and holistic approach of this catalytic intervention, UNDP, WFP, OHCHR and PDA will also dedicate time to the project, but those contributions will not be charged to the project budget. The Peace and Development Advisor will support the PBF Program Management Unit by providing 20 percent of her time. The Senior Human Rights Advisor will support with 20 % of her time. UNDP Senior Governance Advisor will contribute by providing 20% of her time to support this project. The WFP Deputy Country Director will contribute 20 % of his time to the project. The UNDP Resident Representative will contribute 5%-10% of his time to this project, as needed.



**Figure 1: Project Governance and Coordination Mechanism**

The project implementation team will engage and build on existing projects such as UNDP's long-term support to the devolution process (Consolidating Gains and Deepening Devolution in Kenya) as well as its work with civil society through the *Amkeni Wakenya* a UNDP led facility set up to promote democratic governance in Kenya. The project also builds upon OHCHR's engagement with security forces, the national human rights institution and community-based human rights networks, and its institutional expertise in human rights monitoring and the Human Rights Due Diligence Policy. The team will ensure there is sufficient gender and youth expertise through ensuring that the project team member includes experience and knowledge about gender issues, gender mainstreaming and youth issues. Deliberate attempts will also be made to engage with gender focal points in the country as project counterparts. The capacity of the project team will also be built to ensure gender responsive implementation and continued integration of human rights, gender, and youth perspectives in the project interventions.

- c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy.

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
Reluctance from the different stakeholders (i.e., County governments, security agencies, CSOs,) to engage and/or difficulty to sustain commitment over time	Medium	Engagement with political actors complemented with strong buy in and leadership from technical level in national and county governments as well as development partners
Minimal commitment by peace, security and development practitioners to meaningfully engage communities as well as adjust programming to fit communities' priorities and needs	Medium	Engage peace, security, and development partners to discourage tokenistic participation. Encourage actors to strengthen community feedback mechanisms, and a mix of consultation processes that will



		promote meaningful participation of communities.
Limited interest to engage in integrated approaches resulting in reinforced silos between actors/ sectors	Medium	Continuous engagement with the stakeholders
Reluctance of development partners, CSOs to share information	Medium	Mechanisms exist to enable regular exchange of information among government ministries/ departments, and between central and local governments
Political instability, recurrent conflicts or other crises that would affect project implementation	High	Working with local stakeholders that understand local dynamics and integrate a Do No Harm approach in project implementation
Unwillingness to collaborate and reluctance to change due to differences in organizational cultures, potential loss of control, influence, or autonomy	High	Continuous engagement with county and national government, CSOs and other stakeholders.
Short project period (2 years) with possibility of delays due to extreme weather events, conflicts, etc.	High	Based on this pilot project, connecting with other donors, conduct donors' roundtables to resource for an expanded period of phase II of the project in a bigger scale.
Involvement of security agencies in the targeted counties in human rights violence and abuses.	Medium	Implementation of the Human Rights Due Diligence Policy on UN support to non-UN security forces, including risk assessment and mitigation measures.

- d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include: a budget break-down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation.

The project will utilize a Participative Monitoring System with an end term evaluation conducted at the end of the project. A baseline assessment will be conducted at the beginning of the project to quantify some of the project indicators. Annual perception surveys will be carried out during the project to measure the perception of communities on trust between community and security agencies as well as gauge the extent to which the communities perceive they have been involved in peace and development projects. The surveys will be conducted by an external actor, to provide a snapshot of the situation and to help monitor progress and direct programming. The Knowledge Management and Communications Officer (KMCO) will be responsible for the project's monitoring and evaluation responsibilities.

All the project stakeholders will be involved in continuous monitoring of the project to ensure that they are constantly provided with information on the progress of implementation to enable timely

decision making. During the baseline assessment, a stakeholder analysis will be conducted to identify the key stakeholders in the project i.e., those that will be directly and indirectly affected by the interventions of the project. Special attention will be paid to those that make decisions that are directly touch on the project i.e. government, development partners, civil society organizations as well as community opinion shapers and influencers that will consist of women and youth. This will be followed by the identification of decisions made by these stakeholders and how their decisions impact on the interventions. For each of the decisions made by these stakeholders, an assessment will be made to determine the frequency of their decision making. Information that enables decision making will be collected. This information will be disaggregated by age and gender using relevant data collection methods. The KMCO, with the support of the project implementation team, as well as county stakeholders will be responsible for the collection and dissemination of information, including through field monitoring visits.

Of the project budget, \$280,000 (7%) will be set aside for monitoring and evaluation with \$200,000 allocated towards monitoring and \$80,000 towards the independent end term evaluation. Before the project begins a baseline assessment will be conducted to measure the project indicators which will then be used to monitor and evaluate the project's progress. Monitoring visits will be conducted every three months with data being collected from the various stakeholders in the three counties. In addition, quarterly monitoring meetings will be held with the project team as well as the project steering committee to review and update the progress against the results framework and assess the effectiveness of the relevance and effectiveness of the interventions. The monitoring meetings will enable the project team and key partners to address identified risks and challenges, and tailor implementation to meet emerging needs and opportunities. The monitoring budget of \$200,000 will be used to cater for travel costs for the project team and the project beneficiaries that will be interviewed, communication, costs related to data collection and venue and refreshment costs. An end term independent evaluation of the project will be carried out under the leadership of the convening agency. A budget of \$80,000 will be allocated to cater for consultancy costs for engaging an independent consultant, travel, and data collection costs.

- e) **Project exit strategy/ sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and pro-actively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

The sustainability of the project derives from the fact that the project will work with national, county and community level mechanisms already existing in the target areas. The project has the objective of piloting transformative models of engagement, building upon existing mechanisms and frameworks. These mechanisms will continue to operate beyond the project building on the capacity, networking and coordination that would have resulted from the project interventions. Through the project, the capacities of these mechanisms will be enhanced to ensure they perform effectively. Moreover, the project's activities and outputs were identified by the target communities during the county level consultations. This will contribute to promoting community ownership and sustainability even after the end of the project.

The project will encourage the CIMIC structures to continue, as fora for dialogue and cooperation. In relation to livelihoods projects, these would be completed during the lifetime of the project - county governments will be encouraged to allocate resources for further 'peace dividends' projects following project closure.

Community level actors will be connected to government and development actors' interventions throughout the project. These linkages will be maintained at the end of the project, contributing to the realization of the project outcomes. The project will be deliberate in selecting its implementing partners, those that have ongoing activities in the project's target communities. This will enable the project's interventions to be incorporated into the regular and ongoing work of the implementing partner. The implementing partner will continue to be present in the community after the project has closed. Before the end of the project, a reflection forum will be held to reflect on the lessons learned from the project, synthesize them, and share them with relevant stakeholders. This will help to ensure that the experience and learning from the project will not be lost once the project ends. Further, the project will seek to amplify the transformative models of engagement to encourage uptake by other development partners.

The project will leverage on the already existing funding, supported by German Government, for social media monitoring. These activities link well to the digital peacebuilding activities in this proposed project.

#### **IV. Project budget**

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel, or other indirect project support, to demonstrate value for money for the project. The proposed budget for all projects must include sufficient funds for an independent evaluation. The proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out **Annex A.2** on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g., training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

### Annex A.1: Checklist of project implementation readiness

Question		Yes	No	Comment
<b>Planning</b>				
1.	Have all implementing partners been identified? If not, what steps remain and proposed timeline	X		Consultations with partners at the national and county levels were conducted.
2.	Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission	X		
3.	Have project sites been identified? If not, what will be the process and timeline	X		Sub-county locations will be specifically identified within the first quarter of project implementation.
4.	Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	X		In the month of March and April 2023 in the three counties. National government actors have also been consulted
5.	Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	X		
6.	Have beneficiary criteria been identified? If not, what will be the process and timeline.	X		
7.	Have any agreements been made with the relevant Government counterparts relating to project implementation site approaches, Government contribution?	X		
8.	Have clear arrangements been made on project implementing approach between project recipient organizations?	X		
9.	What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		
<b>Gender</b>				
10.	Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	X		
11.	Did consultations with women and/or youth organizations inform the design of the project?	X		
12.	Are the indicators and targets in the results framework disaggregated by sex and age?	X		
13.	Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	X		

### Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	X		
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	X		
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.			
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e., no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	X		As per the budget, 20% will be allocated to staffing while another 15-20% has been allocated for all other operational costs, including travel, direct operational costs and indirect project costs
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	X		The project requires accompaniment at the county level to ensure effective and inclusive implementation of the transformative models of engagement.
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.		X	

7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		X	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	X		The project draws upon the time and expertise of existing RUNOs staff and other resources.



## Key Staff TORs

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### 1. Project Manager

The Project Manager will work under the overall guidance of the Peace Development Advisor and with direct supervision by Senior Governance Advisor, UNDP. The Project Manager leads the Project Management Unit, working closely with other UN Agencies implementing the project in strategic/annual planning, implementation, capacity building, monitoring, and reporting for results while ensuring synergies and close links between the teams. The Project Manager will ensure the sound management of financial, accounting and realization of the project outputs through activities, in compliance with UNDP financial rules and regulations as well as specific Fund/donor requirements

**Scope of Work:** The Project Manager will ensure the sound management of financial, accounting and realization of the project outputs through activities, in compliance with UNDP financial rules and regulations as well as specific Fund/donor requirements.

#### 1. Ensuring strategic direction of project operations:

- Coordinate and lead the implementation of activities envisaged under the Project and provide strategic guidance to the programmatic and operational decisions.
- Provide substantive inputs to the design and formulation of project proposals and concept notes
- Overall responsibility for the timely and effective procurement of project materials, resources, and services.
- In consultation with UNDP Operations, to ensure that suitable business processes for the project are in place.
- Ensure timely preparation and review of project team members' work plans and establish performance management systems for project personnel based on regular reviews of activities and performance.
- Ensure compliance of operations with UNDP rules, regulations, and policies, implementation of project operational strategies, and monitoring achievement of results.
- Ensure regular monitoring and analysis of the operating environment, quick readjustment of the operations, advice on legal considerations, and risk assessment.
- Provide technical inputs to the annual work plans and budgets
- Oversee project procurement, finance, and HR matters.
- Contribute to drafting reports, including monthly, quarterly, and annual reports on project activities, memos, minutes of meetings, etc.
- Facilitate support for capacity-building initiatives.
- Provide guidance and supervision to staff and/or consultants working on the project
- Effectively apply Results Based Management (RBM) principles and tools in the project design and implementation, monitoring, and reporting

#### 2. Financial systems, information, and audit procedures:

- Ensure that financial activities, financial recording/reporting systems, and audit terms of reference comply with UN/UNDP rules, regulations, and policies.
- Overall responsibility for the implementation of the UNDP internal control framework and project financial management system.
- Promote systems and applications of knowledge sharing, information provision, and learning, including e-registry and web-based office management systems.
- Ensure maintenance of secure and reliable electronic information management and IT systems.

### 3. Advocacy, programming, monitoring, and evaluation (M&E):

- Supports gathering of data/information for project monitoring and evaluation processes ensuring compliance with UNDP M&E requirements in reporting on program results and progress towards outcomes.
- Promotes dialogue and good practice among different stakeholders.
- Prepares narrative reports to UNDP and development partners as well as in the planning and revision of project work plans.

### 4. Raise the visibility of the project by leading the development of key knowledge products and communication materials:

- Lead the creation & dissemination of substantive, high-quality, and well-developed knowledge products, policy analysis tools, reporting tools & communication materials and oversee the process of knowledge capture including best practices & lessons learned at the national level.
- Promote networking and knowledge sharing with implementing partners by organizing internal and external meetings to share innovations and best practices.
- Coordinate project activities with other UNDP initiatives as well as other United Nations agencies, and development partners, to create and sustain inter-agency synergies and build complementarities with other programs.
- Any other duties that may be assigned by the supervisor

Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
<i>Core</i>	
Innovation <i>Ability to make new and useful ideas work</i>	Level 5: Creates new and relevant ideas and leads others to implement them
Leadership <i>Ability to persuade others to follow</i>	Level 5: Plans and acts transparently, actively works to remove barriers
People Management <i>Ability to improve performance and satisfaction</i>	Level 5: Models high professional standards and motivates excellence in others
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 5: Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others
Delivery <i>Ability to get things done while exercising good judgement</i>	Level 5: Critically assesses value and relevance of existing policy / practice and contributes to enhanced delivery of products, services, and innovative solutions
<b>Technical/Functional</b>	
Advocacy/Advancing a policy-oriented agenda <i>Ability to identify and communicate relevant information for a variety of audiences for advocating UNDP's mandate</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Results-based programme development and management <i>Ability to contribute into results through primary research and analysis</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Building Strategic Partnerships	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and

<i>Ability to maintain and establish networks of contacts for general information sharing and to remain up to date on partnership related issues.</i>	continuous improvement in professional area of expertise
<b>Innovation and Marketing New Approaches</b> <i>Can generate new ideas and processes and is able to analyze and selects materials for strengthening strategic alliances with partners and stakeholders</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
<b>Resource mobilization</b> <i>Ability to analyze information/databases on potential and actual donors and identity and present opportunities for project proposals to donors</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
<b>Jobs and Livelihoods</b> <i>Knowledge of Employment Creation, Income Generation, emergency employment and the ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
<b>Climate Change (General)</b> <i>Knowledge of climate change Including climate change international regime) and ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
<b>Environmental Economics and Finance</b> <i>Knowledge of economic and financial issues, including resource revenue management, related to conservation and sustainable use of natural resources and ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
<b>Post-Crisis Environment and Resilience</b> <i>Knowledge of Post-Crisis Environment and Resilience concepts and principles and ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

<b>Recruitment Qualifications</b>	
<b>Education:</b>	Master's degree or bachelor's in natural resources management, climate change, environmental economics and finance, political science, development studies or a related area.
<b>Experience:</b>	<ul style="list-style-type: none"> <li>Master's Degree with 5 years or bachelor's with 7 years of progressively responsible work experience</li> </ul>

	<p>in international development with experience in policy design on environment, climate change, inclusive growth or disaster risk management programmes.</p> <ul style="list-style-type: none"> <li>• Experience coordinating and liaising with government agencies and/or donors.</li> <li>• Excellent written and verbal communication skills.</li> <li>• Experience working in the UN System is an asset.</li> <li>• Experience in managing PBF projects.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• English Proficiency.</li> <li>• Other official language of the UN will be desirable.</li> </ul>

### **Institutional Arrangement**

The Project Manager will work closely with the Peace and Development Advisor and the Senior Governance Advisor in providing strategic guidance to project planning and implementation. S(he) will be responsible for ensuring consistent and enhanced progress toward the overall realization of the objectives of the project. S(he) will ensure the timely submission of all requests for processing as outlined in the planning documents of the project. The PM will provide organizational, coordination, and managerial support for the project. She/he will ensure the strategic direction of project operations and coordinate the programmatic and operational activities of the project team, assess work plans, and monitor outputs. The Project Manager works in close collaboration with the Operations team, programme staff in other UN Agencies, Government officials, technical advisors and experts, multi-lateral and bi-lateral donors, and civil society ensuring successful UNDP programme implementation.

## 2. County Project Officer

The Project Officer will work under the direct supervision by the Project Manager. The Project Officer works closely with the project team, county government, project stakeholders to provide guidance on Project Implementation and Management at the County level in liaison with the Office in Nairobi, while addressing other related issues that would contribute to the project's successful implementation. The Project Officer will ensure effective implementation of activities and management of the project in compliance with the Peacebuilding Fund guidelines and UNDP programme management rules and regulations as well as specific Fund/donor requirements

The scope of work will cover the following:

- Provide substantive support and coordinate implementation of activities at the County level.
- Establish, liaise and maintain good working relationships with the National Government, County government, counterparts and all the stakeholders at the County as well as the UN and specialized agencies, and international and regional organizations with functions/activities linked to peace, security and governance.
- Coordinate the peacebuilding mandate, capacity-building activities, surveys, workshops, and other activities spearheaded by the Peacebuilding fund at the County.
- Prepare regular reports on peacebuilding activities, and progress on implementation, including the review and analysis of emerging issues and trends, policy frameworks, evaluations and/or research activities and studies related to peace, security and governance at the County
- Provide substantive support and inputs to internal and external communication at the County and/or the HQ, presenting updates on delivered activities, liaising with external partners on the implementation of activities, as well as managing communication and information flow internally within the peacebuilding team.
- Provide administrative and substantive support at the County to consultative and other meetings, and conferences, ensuring inclusive participation, preparing background documents, and presentations, and handling logistical arrangements.
- Undertake outreach activities in line with donor visibility requirements.
- Perform any other duties as directed by the supervisor

Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list <b>all</b> core competencies as well as the most relevant technical/functional competencies the role will require along with the appropriate level.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 3: Adapts deliverables to meet client needs
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 3: Proactively seeks and recognizes contributions of others
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 3: Appropriately involves team in different stages of work and decision-making

<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 3: Expresses information and views with adaptive reasoning and appreciation for complexity and variation
<b>Delivery</b> <i>Ability to get things done while exercising good judgement</i>	Level 3: Takes responsibility for addressing critical situations and delivering core value
<b>Technical/Functional</b>	
<b>Project Management</b> <i>Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
<b>Results-based management</b> <i>Ability to manage programmes and projects with a strategy aimed at improved performance and demonstrable results.</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
<b>Collaboration and Partnerships</b> Ability to analyze general information and select materials in support of partnership building	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
<b>Data info</b> <i>Ability to maintain information/databases on potential and actual donors and provides data and information needed for preparation of project documents</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
<b>Knowledge Management</b> <i>Ability to capture, develop, share and effectively use information and knowledge</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work

<b>Recruitment Qualifications</b>	
Education:	<ul style="list-style-type: none"> <li>• Secondary Education, preferably with specialized certification in Accounting and Finance.</li> <li>• University Degree in Business or Public Administration, Economics, Political Sciences and Social Sciences would be desirable, but it is not a requirement.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• 6 years of progressively responsible administrative or programme experience is required at the national or international level supporting multinational development programmes.</li> <li>• 3 years of relevant experience will suffice if in possession of a Bachelor's Degree.</li> </ul>



	<ul style="list-style-type: none"> <li>• Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>• Proficiency in English</li> <li>• Fluency in the main local language spoken in the deployed county.</li> </ul>

### **Institutional Arrangement**

Under the guidance and direct supervision of the Project Manager, the Project Officer at the County provides advisory support in the effective and efficient management of the project through a range of actions contributing to the design, planning, management, and monitoring of project activities. The Project Officer works in close collaboration with the Programme, Operations, Communications, and other project teams in the Country Office (CO) and other UN Agencies, for the effective achievement of results, anticipating and contributing to resolving complex programme/project-related issues and information delivery. The Project Officer is expected to exercise full compliance with UNDP programming, financial, procurement, and administrative rules, regulations, policies, and strategies, as well as the implementation of effective internal control systems.

### **3. Project Associate**

The Programme Support Specialist will report to the Project Manager. The Project Associate works closely with the project team to provide guidance on Programme Administrative, finance and logistical-related issues while contributing to the project's annual planning, implementation, capacity building, monitoring & reporting. The Project Associate will ensure the sound management of financial, accounting and realization of the project outputs through activities, in compliance with UNDP financial rules and regulations as well as specific Fund/donor requirements

### **Scope of Work**

- Pro-actively contribute to day-to-day project implementation and ensure conformity to expected results and project work plans;
- Provide oversight and advisory support to staff and consultants implementing project activities on administrative and financial issues
- Provide day-to-day operational management on budgets, procurement, human resources, and logistical management.
- Provide effective and efficient management of project finances including monitoring and tracking of expenditures, budget revisions, preparation of the procurement plan and tracking of its implementation, strategic human resource administration, and logistics management in line with UNDP guidelines and procedures
- Provide advisory support in the preparation of work plans and budgeting
- Undertake a regular review of financial reports and provide timely recommendations and take corrective actions for any erroneous entries
- Facilitate project audit, and follow up on audit recommendations and action plans

- Prepare progress financial reports for donors, undertake regular reviews, provide timely recommendations, and take corrective actions where necessary.
- Track, report, and advise on resource mobilization flows, balances, and gaps
- Organize meetings internally and externally and prepare minutes for PSC and PCT and other related meetings.
- Manage assets, maintain the inventory as per the policy, and provide logistical services.
- Ensure effective internal control framework
- Capacity development of partners on the use of programmatic tools available, financial reporting, and compliance with Harmonized Approach to Cash Transfers
- Establish internal Standard Operating Procedures to guide workflows between the project and the partners
- Identify, synthesize, and document best practices and lessons learned and make sound contributions to knowledge networks and communities of practice
- Maintain all project documents and records, work plans and budgets, reviews and assessments, and reports
- Any other duties that may be assigned by the supervisor

<b>Competencies and Selection Criteria</b>	<b>Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)</b>
<i>Core</i>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 3: Adapts deliverables to meet client needs
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 3: Proactively seeks and recognizes contributions of others
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 3: Appropriately involves team in different stages of work and decision-making
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 3: Expresses information and views with adaptive reasoning and appreciation for complexity and variation
<b>Delivery</b> <i>Ability to get things done while exercising good judgement</i>	Level 3: Takes responsibility for addressing critical situations and delivering core value
<i>Technical/Functional</i>	
<b>Client Service</b> <i>Ability to engage with clients and provide responsive, high quality services to achieve client satisfaction</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
<b>Operations</b> <i>Knowledge of the technical support functions normally undertaken by an operations team in HR, Administration and procurement to</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work

<i>facilitate the achievement of office objectives st fund</i>	
Data info <i>Ability to maintain information/databases on potential and actual clients and provides data and information needed for preparation of project documents</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
Team Building <i>Ability to work effectively with diverse groups of colleagues across departments towards common goals</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work
Knowledge Management <i>Ability to capture, develop, share and effectively use information and knowledge</i>	Level 3: Implement & Manage: Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work

Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> <li>University Degree in Business, Public Administration, Economics, Accounting or a related field.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>Minimum 7 years' experience working in finance, administration or operations.</li> <li>Demonstrated ability to cover different areas of operations, namely administration, travel, procurement, human resources and an understanding of the impact of operations on finances;</li> <li>Demonstrated performance in delivering solutions-oriented client service that meets the needs of the clients;</li> <li>Experience in the use of computers applications and software packages (MS Word, Excel, etc.) as well as web-based management systems.</li> </ul>
Language Requirements:	<ul style="list-style-type: none"> <li>Fluency in both written and spoken English.</li> </ul>

### Institutional Arrangement

Under the guidance and direct supervision of the Project Manager, the Project Associate provides advisory support in the effective and efficient management of the project through a range of actions contributing to the design, planning, management, and monitoring of project activities. The Project Associate works in close collaboration with the Programme, Operations, Communications, and other project teams in the Country Office (CO), the target counties and other UN Agencies, for the effective achievement of results, anticipating and contributing to resolving complex programme/project-related issues and information delivery. The Project Associate is expected to exercise full compliance with UNDP programming, financial, procurement, and administrative rules, regulations, policies, and strategies, as well as the implementation of effective internal control systems.

## **Annex B.1: Project Administrative arrangements for UN Recipient Organizations**

*(This section uses standard wording – please do not remove)*

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

### **AA Functions**

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned.
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO.
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

### **Accountability, transparency and reporting of the Recipient United Nations Organizations**

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives, and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives, and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives, and procedures applicable to RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

#### Financial reporting and timeline

Timeline	Event
<b>30 April</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b><i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i></b>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

<b>31 July</b>	Voluntary Q2 expenses (January to June)
<b>31 October</b>	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

#### Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

## Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website ([www.un.org/peacebuilding/fund](http://www.un.org/peacebuilding/fund)) and the Administrative Agent's website ([www.mptf.undp.org](http://www.mptf.undp.org)).

## Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

*(This section uses standard wording – please do not remove)*

### Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

### Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist



Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.
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#### Financial reports and timeline

Timeline	Event
<b>28 February</b>	Annual reporting – Report <b>Q4 expenses</b> (Jan. to Dec. of previous year)
<b>30 April</b>	Report <b>Q1 expenses</b> (January to March)
<b>31 July</b>	Report <b>Q2 expenses</b> (January to June)
<b>31 October</b>	Report <b>Q3 expenses</b> (January to September)
<i><b>Certified final financial report to be provided at the quarter following the project financial closure</b></i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

#### Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

#### Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website ([www.un.org/peacebuilding/fund](http://www.un.org/peacebuilding/fund)) and the Administrative Agent website ([www.mptf.undp.org](http://www.mptf.undp.org)).

#### Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

#### Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a

Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

#### **Non-UN recipient organization (NUNO) eligibility:**

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.<sup>44</sup>
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

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<sup>44</sup> Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

### Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<b>Outcome 1:</b> <b>Strengthened trust and cooperation between security agencies and communities to create a conducive and collaborative environment for human security, social cohesion and sustainable development.</b>  (Any SDG Target that this Outcome contributes to)  Significantly reduce all forms of violence and related death rates everywhere  (Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR)		Outcome Indicator 1a: Proportion of people indicating improved security and community relations  Baseline: <b>Males (18%) Female (17%)</b> Target: <b>5% improvement</b>	Perception survey reports/assessment  <b>Frequency: Baseline, midterm, end term</b>	-Changes in security agencies and community relations -Level of community interaction with the security agencies
		Outcome Indicator 1b: Proportion of people indicating reduction in human rights violations by the security agencies disaggregated by gender and county <sup>45</sup>  Baseline: <b>Female (26%) Male (26%)</b> Target: <b>5% improvement</b>	Perception Survey reports/assessment  <b>Frequency: Baseline, midterm, end term</b>	- Perceptions of prevalence of incidents of human rights violations and abuses, and behavior of security agencies in the targeted counties
		Outcome Indicator 1c: <b>Proportion of people indicating sustained engagements between clans to resolve emerging conflicts disaggregated by gender, age, disability, clan, location, and county</b> Baseline: <b>Male (59%), Female (57%)</b> Target: <b>5% improvement</b>	Perception Survey reports/assessment  <b>Frequency: Baseline, midterm, end term</b>	Changes in conflict dynamics
	Output 1.1: <b>Enhanced civil-military coordination through training, dialogue and</b>	Output Indicator 1.1.1: The number of CIMIC structures established and operationalized	- Consultation reports on CIMIC structures established -Monitoring reports	-Identification of the structures -Engagement of the structures

<sup>45</sup> What the project is aiming to influence is strengthened trust and cooperation between security agencies and communities – hence perceptions are the key measurement of success. In relation to actual documented incidents of HR violations and conflict-related incidents, there are many other factors at play - outside the scope of the project - e.g. opening of the Kenya-Somalia border. So it would not be an accurate measurement of the impact of this project, which is focused on trust building, cooperation and transformed relationships

	establishment of CIMIC structures, including women, youth and marginalised groups in the target counties, to foster dialogue and cooperation between communities and security agencies to address human security challenges.	Baseline: (0 – structures do not currently exist) Target: 3 (1 per county)	Directory/database of the CIMIC structures that have been established  Frequency: Once	-Training Needs assessment conducted -Training curriculum developed -CIMIC champions identified
		Output Indicator 1.1.2: Number of people trained on CIMIC and human rights, disaggregated by county, gender and age  Baseline: 0 Target: 70 persons to be trained (30% being female)	Training reports, approved curriculum, list of CIMIC champions  Frequency: Once	
		Output Indicator 1.1.3: Number of CIMIC projects identified and implemented  Baseline: (0) Target: At least 3 per county	Reports/agreements from CIMIC champions Invoices from the CIMIC projects implemented  Frequency: quarterly	-CIMIC champions identification of project/interventions -Approval of budget of the intervention and roll out -Intervention completed -Utilization of the intervention by both community and security
		Output Indicator 1.2.1: Number of human rights risk assessments and analysis reports developed and disbursed for consumption by project partners/structures  Baseline: 0 Target: Quarterly human rights assessments produced and shared	Human rights risk assessment and analysis reports  Frequency: quarterly	-Methodology for assessment agreed upon -Assessment conducted -Reports produced and shared for action
	Output 1.2: Inclusive assessment and analysis of security and human rights issues to inform project initiatives, risk mitigation and joint exploration of possible solutions to address identified issues :	Output Indicator 1.2.2: Number of people trained on digital peacebuilding disaggregated by gender, age, disability, clan, location, and county	-training reports -media reports -monitoring reports  Frequency: Once	<ul style="list-style-type: none"> <li>Curriculum developed</li> <li>Trainings conducted to</li> </ul>

		<p>Baseline: (0) Target: 60 (20 per county)</p>	<p>Output Indicator 1.2.3: Percentage of participants who report increased capacity to use online tools for peacebuilding</p> <p>Baseline: Familiarity with digital tools for online peacebuilding Wajir: 21% Garissa: 33% Mandera: 7%</p> <p>Target: 100%</p>	<ul style="list-style-type: none"><li>Survey data</li></ul> <p>Frequency: Bi-annual (beginning and end of training block)</p>	<p>build capacities on digital peacebuilding</p> <ul style="list-style-type: none"><li>Surveys show an increase in knowledge</li><li>Interviews with participants show learnings are being used</li></ul>
<p>Outcome 2: Institutional including (donor) coordination capacities of county and national governments strengthened to contribute to a people-centered approach to promoting peace and sustainable development.</p> <p>(Any SDG Target that this Outcome contributes to)</p> <p>(Any Universal Periodic Review of Human Rights (UPR) recommendation that this Outcome helps to implement and if so, year of UPR)</p>		<p>Outcome Indicator 2a: Evidence of enhanced coordination capacities and active implementation of people-centered approaches by county and national governmental and non-governmental institutions to promote peace and sustainable development</p> <p>Baseline: Currently, there is a lack of coordinations between development initiatives and communities in NE Kenya. Target: Peacebuilding and development initiatives in northeastern Kenya will demonstrate enhanced coordination and active implementation of people-centered approaches, with improved collaboration between county and national government agencies, NGOs, and local communities.</p>	<ul style="list-style-type: none"><li>Baseline</li><li>Assessment, Perception survey</li><li>Community feedback</li></ul> <p>Frequency: Baseline, midterm, end term</p>	<ul style="list-style-type: none"><li>Evidence of enhanced coordination between national and county level</li><li>Evidence of increased inclusion of communities</li></ul>	

	Output 2.1. Improved access, by governments/donors, to knowledge and relevant perspectives to incorporate innovative integrated development that addresses the needs and priorities of the communities	Outcome Indicator 2b: Proportion of population indicating improved coordination of development interventions disaggregated by gender and counties  Baseline: <b>Current level of effectiveness: Male (40%) Female (37%)</b> Target: <b>5% improvement</b>	<ul style="list-style-type: none"> <li>Perception surveys Frequency: Baseline, midterm, end term</li> </ul>	<ul style="list-style-type: none"> <li>Communities report increased inclusion</li> </ul>
		Output Indicator 2.1.1: Degree of improvement in inclusive data collection and management systems, focusing on Leave No One Behind (LNOB) groups, as evidenced by stakeholder feedback, system audits.  Baseline: Current data systems exhibit significant limitations, including limited availability of disaggregated data, fragmented and inaccessible data sources due to the absence of a central repository. Target: Data collection and management systems will be improved to ensure the availability of disaggregated data, with a central repository established for greater accessibility, particularly focusing on LNOB groups.	<ul style="list-style-type: none"> <li>Baseline Assessment, Perception survey, community feedback</li> <li>Frequency: Bi-annual</li> </ul>	<ul style="list-style-type: none"> <li>Data mapping and needs assessment conducted</li> <li>Data strategy developed and disseminated</li> <li>Inclusive data is collected and shared</li> </ul>
		Output Indicator 2.1.2: Proportion of population indicating improved public participation and inclusion of community priority needs into the project implementation disaggregated by gender, age, disability, clan, location, and county	-Perception survey reports Frequency: Baseline, midterm, end term	<ul style="list-style-type: none"> <li>Inclusive community consultations conducted</li> <li>Communities report feeling included</li> </ul>



		Baseline: Ever participated – Males 52%; Female 45% Target: 5% improvement	Output Indicator 2.1.3: Extent to which stakeholders and development partners integrate community perspectives (perception surveys) into projects and plans Baseline: Regular perception surveys not being conducted Target: Community perspectives, particularly those of LNOB groups are factored into project and plans	-Meeting minutes and reports -Joint action plans Frequency: Baseline, midterm, end term	<ul style="list-style-type: none"><li>Development of action plans that include community voices</li><li>Evidence that perception survey reports are integrated</li></ul>
			Output Indicator 2.1.4: Number of perception survey reports published and disseminated to the public, government and local partners Baseline: 0 – regular perception surveys are not currently being conducted Target: 3	Perception survey reports Frequency: Baseline, midterm, end term	<ul style="list-style-type: none"><li>Publication and dissemination of reports</li></ul>
	Output 2.2: Functional cooperation mechanisms that links national, county and ward level to maximize synergies and enhance cooperation between the different levels	Output Indicator 2.2.1: Level of efficiency of coordination mechanisms linking ward, subcounty, county and national levels across the peacebuilding and development spectrums Baseline: There are strong coordination mechanisms at county level, but the information is not feeding upwards to national level	<ul style="list-style-type: none"><li>Perception survey reports</li><li>Key informant interviews</li></ul> Frequency: Baseline, midterm, end term	<ul style="list-style-type: none"><li>Inclusive community consultations conducted</li><li>North East Advisory Group Meetings</li></ul>	

		<p><b>Target:</b> Improved information sharing and coordination between county and national level</p> <p><b>Output Indicator 2.2.2:</b> Digital Data Portal is created and key stakeholders (including NEDI GoK and CSOs) actively using the digital data platform for accessing and analyzing disaggregated data related to the Humanitarian-Development-Peace (HDP) nexus in target counties.</p> <p><b>Baseline:</b> Despite the long history of development interventions in NE Kenya, no central data repository exists that provides access to the diverse knowledge that has been accumulated over the years as part of the numerous development, peace, and security interventions in the region.</p> <p><b>Target:</b> 1 (Data portal is created as acts as a central repository for accessing data related to the HDP and development initiatives in NE Kenya)</p>	<p>-Reports from the data portal firm</p> <p>- Existence of a date portal</p> <p>Frequency: Bi-annual</p>	<p>- <b>Onboarding of the firm</b></p> <p>- Consolidation of all the key information</p> <p>-Design of the <b>data portal</b> in line with the needs of the stakeholders</p> <p>-Launch</p> <p>-Monitoring the use and troubleshooting</p>
		<p><b>Output Indicator 2.2.3:</b> Level of engagement of NEDI team in coordinating development activities in Northeastern Kenya</p> <p><b>Baseline:</b> The NEDI team currently lacks the capacity, information, and established trust necessary for effective coordination with communities, county governments, and international development partners</p> <p><b>Target:</b> NEDI will enhance its capacity to coordinate development activities by</p>	<p>o Project reports</p> <p>o NEDI meetings</p> <p>o Meetings notes</p> <p>o Perception survey reports</p> <p>Frequency: quarterly</p>	<p>o NEDI leads consultations in Northeastern Kenya</p> <p>o NEDI organizes and leads NEAG meetings</p>

		establishing a trusted communication and coordination mechanism with county governments, communities, and international development partners.		
		Output indicator 2.2.4: Number of coordination meetings held between county and national government stakeholders Baseline: 0 Target: 4	<ul style="list-style-type: none"><li>○ NEDI meeting minutes</li><li>○ Attendance sheets</li></ul> Frequency: quarterly	NEDI organizes and leads NEAG meetings