

REVISED

**UNDP COUNTRY PROGRAMME ACTION PLAN
OF THE GOVERNMENT OF KENYA (2004-2008)
2007 – 2008 WORKPLAN**

UNDAF Outcome(s)/Indicator(s):	Outcome 7: “Strengthened disaster management, including increased capacity for peace building, conflict resolution and reduction of small arms proliferation”
Expected Outcome(s)/Indicator (s):	Enhanced national capacity for reconciliation, healing and Peace-building during and after General Elections in 2007 in Kenya.
Expected Output(s)/Annual Targets:	Increased momentum and capacity developed at the national level developed for civic and political leadership to mitigate political violence/
Implementing partner:	DEX
Responsible parties:	UNDP and Partnership for Peace (PFP)

Project Summary – i) Outcome, ii) Outputs, iii) Activities, iv) Inputs:

i) The long term outcome this project aims to achieve is: To strengthen national capacity for reconciliation, healing and peace-building in Kenya beyond the 2007 General Elections. ii) The project outputs contributing to the production of the intended outcome are: a) Increased developed at national level among national political and civic leadership towards peaceful management of disputes, and against political violence b) Youth effectively mobilized towards promotion of peace and violence free-elections; and civic rights and responsibilities c) Media’s role in “conflict sensitive” reporting and non-violence campaigns strengthened through developing a Code of Conduct and capacity for factual reporting d) Faith-based groups able to play a sustained and critical role in reconciliation and peace building at local and national level e) Resources mobilized and capacities built for the effective implementation of the programme .iii) The activities required to produce these outputs include: a) recruitment of International Peace Advisor (PDA) and other staff, procurement of office equipment b) a series of consultative and strategic technical meetings and workshops , media publicity and messaging; public open air-events such as the Launch of the National Peaceful Elections Campaign; production of IEC materials. v) Inputs required undertaking these activities include: International personnel, contractual services, office equipment, and project vehicle.

Programme Period: 2007-2008
Programme Component: Enhanced Security
Project Title: 3KEN/07/306: Strengthening national capacity for reconciliation and Peace -building
Project ID: 00057987
Project Award: 00048014
Project Duration: 2007-2008

Total Budget **USD 1,391,500**
Allocated resources
• Government _____
• Regular **USD 100,000**
• Other **TRAC 3**
 ○ Donor **US\$ 653,000**
 ○ Donor **US\$ 85,000**
• In kind contributions _____
Unfunded budget: **US\$ 553,000**

Agreed by:
UNDP Resident Representative:

National Programme on Reconciliation, Healing and Peace-building in Kenya

I. Challenges to Lasting Reconciliation and Peace

1. In recent years, Kenya has made remarkable gains in consolidating its democracy. The government has launched a sustained campaign against corruption; constitutional reform has been attempted; civil society and the media now operate freely; and a nation-wide system is being put into place to identify and address emerging local conflicts over land and natural resources, including by stopping the flow of illicit small arms that enhance the destructiveness of these conflicts and roll back development gains in the areas that they take place.

2. Significant as these steps are, they will not reach full fruition, particularly efforts to address resource conflicts, until a number of broader challenges have also been met:

(a) The Challenge of Social and Political Cohesion

As with many other developing societies, Kenya is taking steps to bring together the particular identities of different ethnic groups into a cohesive national composite that emphasizes the country's unity as well as diversity. Several members of the national and local leaderships, however, continue to view diversity and identity as a basis for often win-lose competition over political or government office and national resources, as opposed to providing a basis for greater national strength and cohesion, and win-win competition. As a result, and especially as the country approaches national elections, the fraying of social and political cohesion leads to spikes in violence, as certain members of the leadership pursue competition through all means, including further inciting conflicts over resources as well control of networks trafficking in illicit goods. These conflicts help to mobilize supporters along partisan lines, as well as intimidate opponents. **A key challenge for Kenya is to therefore transform the attitudes of leaders of state and society towards win-win, as opposed to win-lose, competition. A related challenge is to build greater social cohesion at the local level, so that the population is less susceptible towards incitement to violence.**

(b) The Challenge of Reconciliation

Previous bouts of violence in parts of the country, as well as the pursuit of win-lose identity-based competition, has led to deep wounds and grievances among groups and communities in parts of the country. Recently, the effort to reach consensus on the reform of the constitution, including a national referendum, heightened some of these divisions. While a concerted effort is now being made by the executive and the legislative branches of the government, as well as the leaders of the major political parties, to reach a consensus on a minimum package of constitutional reform, a wider national process is needed in order to achieve a lasting healing of past wounds. **The engagement of civil society and youth will be critical to achieving this end. The challenge is to harness the energies of civic groups and of young persons to develop and implement a sustained national outreach campaign aimed at fostering reconciliation, even as specific local efforts towards dialogue and inter-community reconciliation are supported in areas like Mt. Elgon. The positive engagement of youth in these efforts could also make them less susceptible towards mobilization towards political violence, especially during the period of elections.**

(c) The Challenge of Transforming the Public Discourse

The consolidation of democracy in Kenya has seen a flowering of the media, with both the print and broadcast media disseminating a plethora of information on numerous subjects. Less evident has been the type of responsibility and professionalism in reporting that contributes towards a well-informed public. Well-known print organs have also been affiliated with various groups and political parties, thus giving their reporting a bias, especially on issues of conflict, violence, and competition. This is particularly true for vernacular radio which tends to present politically inciting programming that reach politically fragile parts of the country, be they slum areas or locales with tense ethnic or resources-based disputes. While the media as whole has not sought to incite or inflame, “conflict-insensitive” reporting has had the same effect on a number of occasions. Conversely, the full potential of the mass media to highlight the more positive tendencies towards peace and reconciliation in society, and to contribute actively towards achieving lasting reconciliation, has also not been utilized. **The challenge now is to bring together the editors and publishers of the print and broadcast media into a sustained common effort to develop “conflict-sensitive” reporting practices, adopt and implement together a code of conduct on reporting, and to find creative ways to highlighting incidents of dialogue and reconciliation as opposed to those of violence, while reporting dispassionately and factually on the latter.**

(d) The Challenge of Harnessing Faith

Kenya’s multiple faiths—Christianity, Islam, and Hinduism—remain a powerful force for transforming attitudes, either towards greater communal tension as seen unfortunately in parts of the country, or towards generating a more positive momentum towards lasting peace, as seen recently in inter-faith efforts to promote reconciliation. Perhaps more than any other mass membership organizations, religious entities possess the potential to transform in fundamental ways the attitudes of both leaders and followers towards a more constructive public discourse, as well as political behavior that is both inclusive and accountable. **The challenge is to equip the leaders of Kenya’s faiths with the basic tools and resources for undertaking this task in a sustained manner, and having a visible impact on the attitudes of both political leaders as well as their followers.**

II. Programme of Activities for Building Lasting Reconciliation and Peace

3. This programme of change and attitudinal transformation, even if implemented effectively and rapidly, will still require a minimum of two years in order to begin to yield visible positive effects. It will complement the ongoing national initiative on conflict transformation, wherein specific sectors such as the Provincial Administration and local authorities are already being equipped with the tools for identifying and resolving violent conflicts before they lead to violence. However, technical efforts of this nature will only yield temporary results without the creation of a broader environment that is more conducive to lasting reconciliation.

4. While the effort to build technical capabilities for conflict management is being led by the National Steering Committee on Peace-building in the Office of the President, the broader initiative on reconciliation and healing will be implemented directly by UNDP, through the “direct execution” modality, but in close collaboration with all relevant stakeholders, including the Government, the leaders of political parties, civil society, and media, and faith-based organizations. A short-term target of this effort will be the national election in Kenya in December 2007, wherein steps will be taken to ensure a violence-free electoral process that contributes to, rather than detracts from, longer-term efforts to achieve lasting reconciliation. The second year of this initiative will see the consolidation and extension of these short-term efforts.

5. The programme will have the following strategic objectives and activities:

National Programme on Reconciliation, Healing and Peace-building: Strategic Results Framework, July 2007-June 2009

Intended Outputs	Output Targets (July 2007-June 2009)	Indicative Activities	Budget description And costs	Responsible parties (in addition to UNDP Country Office)
<p>Output 1:</p> <p>Increased momentum developed at national level among national political and civic leadership towards the peaceful management of disputes, and against political violence.</p> <p>Baseline:</p> <p>Significant risk of violence in select areas due to political tensions.</p>	<p>a. Code of conduct established among political parties for the period leading to elections, and during elections.</p> <p>b. Joint civic-political mechanism established for monitoring of adherence with political party code of conduct, in cooperation with umbrella women’s civic groups.</p> <p>c. Aspirants to elected office trained in peaceful settlement of disputes.</p> <p>d. Joint “early response mechanism” established by aspirants from major political parties for identifying, and responding preemptively to, emerging violent tensions; response could take form of joint mediation and confidence-building measures.</p>	<p>Year 1:</p> <p>a. Strategic consultation among civic and political leaders to identify processes for establishing and implementing political party code of conduct, and joint “early response mechanism.”</p> <p>b. Three facilitated skills building and training exercises on peaceful settlement of disputes for aspirants to elected office.</p> <p>c. Three facilitated exercises to reach consensus on elements of political party code of conduct.</p> <p>d. Five facilitated meetings of the joint civic-political mechanism for monitoring of adherence with political party code of conduct.</p> <p>e. Ten public statements, publications, or reports by joint</p>	<p>Year 1:</p> <p>Eleven facilitated workshops/ exercises: US \$ 66, 000</p> <p>Eight facilitated half-day meetings: US \$ 5, 000</p> <p>International consultants: US \$ 35 000</p> <p>International travel: US \$ 15, 000</p> <p>Domestic travel: US \$ 40, 000</p> <p>Miscellaneous (publications; reports): US \$ 15, 000</p> <p>Total for year 1: US \$ 176, 000</p> <p>Year 2:</p>	<p>a. Parliament</p> <p>b. Amani Forum</p> <p>c. Ministry of Justice</p> <p>d. Political parties</p> <p>e. Provincial Administration</p> <p>f. Women’s civic groups</p>

	<p>e. Members of newly elected national parliament supported in acquiring, following national elections in 2007, skills for the peaceful settlement of disputes.</p> <p>f. Members of newly elected national parliament supported, following national elections in 2007, in developing consensus on draft national strategies on peace and on land.</p>	<p>civic-political monitoring group on results of the monitoring efforts with regard to the political party code of conduct.</p> <p>f. Two facilitated exercises to identify elements of, and develop, joint “early response mechanism.”</p> <p>g. Travel by members of “early response mechanism” to ten locations within the country, as appropriate, to carry out joint mediation and confidence-building efforts.</p> <p>Year 2:</p> <p>a. Six facilitated training exercises for newly parliamentarians on constructive negotiation and the peaceful settlement of disputes.</p> <p>b. Six facilitated exercises, led by chairs of the relevant parliamentary committees and including their membership, to develop consensus around central elements of draft national peace strategy and land strategy.</p> <p>c. Twelve public consultations in different regions of the country, led by relevant parliamentary</p>	<p>Twelve facilitated workshops/ exercises: US \$ 96,000</p> <p>Six facilitated one-day meetings: US \$ 12,000</p> <p>International consultants: US \$ 40,000</p> <p>International travel: US \$ 30,000</p> <p>National consultants: US \$ 30,000</p> <p>Domestic travel: US \$ 20,000</p> <p>Miscellaneous (reports; publications): US \$ 10,000</p> <p>Total for year 2: US \$ 238,000</p>	
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		committees, to identify elements of consensus on draft national peace and land strategies.		
<p>Output 2:</p> <p>Youth effectively mobilized towards the promotion of peaceful resolution of conflicts; a violence-free election; and civic rights and responsibilities.</p> <p>Baseline:</p> <p>Youth currently stand the high risk of being mobilized towards political or inter-community violence in conflict-prone areas.</p>	<p>a. Youth in semi-urban and rural areas especially prone to violence, and select groups such as <i>morans</i>, or tribal warriors, trained in leadership and conflict management skills.</p> <p>b. Youth in vulnerable areas trained and deployed as election observers.</p> <p>c. In collaboration with National Youth Enterprise Fund, youth supported in establishing micro-enterprises in select areas, including income-generating activities linked to the theme of peace.</p> <p>d. As part of the media campaign to sensitize youth and influence them toward constructive election-time endeavors, a ‘peace through sports programme’ organized in potentially volatile areas; Local civic actors, existing peace committees, faith-based groups, and other stakeholders</p>	<p>Year 1:</p> <p>a. Eight district-level training exercises in leadership and conflict management for youth in select areas, with a third of the participants as women, in collaboration with the “peace generators” programme of the Ministry of Youth.</p> <p>b. Six district-level training exercises for youth in select areas for deployment as election observers, with a third of the participants as women.</p> <p>c. Between hundred and hundred and fifty micro enterprises, producing items such as t-shirts, stationary, clothing, cassettes, and jewelry linked to peace themes, and with an average capitalization of US \$ 5, 000 and longevity of six-to-twelve months, with at least a third run by women, launched in select semi-urban areas prone to violence.</p> <p>d. “Peace through sports” programmes—at least five soccer</p>	<p><u>Year 1</u></p> <p>Fourteen facilitated workshops and exercises: US \$ 70, 000</p> <p>International consultants: US \$ 15, 000</p> <p>National consultants: US \$ 15, 000</p> <p>Domestic travel: US \$ 20, 000</p> <p>Small grants: US \$ 75, 000</p> <p>First year: US \$ 195, 000</p> <p><u>Year 2:</u></p> <p>Fourteen facilitated workshops and exercises: US \$ 70, 000</p> <p>Second year: US \$ 70, 000</p>	<p>a. Ministry of Youth</p> <p>b. National Election Commission</p> <p>c. Provincial Administration</p> <p>d. National Youth Employment Fund</p>

	<p>mobilized to organize sports matches to allow a natural venting of competition through organized sporting events.</p>	<p>or cricket matches per district—organized in eight-ten districts in violence prone areas.</p> <p>Year 2:</p> <p>a. Eight district-level training exercises in leadership and conflict management for youth in select areas, with a third of the participants as women.</p> <p>b. Six training exercises conducted, in cooperation with the National Youth Employment Fund, on small business and micro-enterprise development in six select districts, with a third of the participants as women.</p>		
<p>Output 3: “Conflict-sensitive” reporting practices adopted and implemented; a code of conduct on reporting adopted; creative ways developed for highlighting incidents of dialogue and reconciliation as opposed to those of violence, while reporting dispassionately and factually on the</p>	<p>a. Media Council, including owners and publishers of media, brought together with the assistance of the Commonwealth Secretariat and Partnership for Peace to develop a media code of conduct adhered to by all media houses will commit to adhere, and with measures for monitoring and sanctioning improper professional behavior.</p>	<p>Year 1:</p> <p>a. Eight one-day training exercises and dialogue sessions conducted for members of the Media Council.</p> <p>b. Media code of conduct (including a common protocol on the reporting of positive incidents of dialogue and reconciliation) publicized and disseminated.</p> <p>c. Two public relations firms engaged to contribute, at cost and</p>	<p><u>Year 1</u></p> <p>Eighteen half-to-one-day workshops/exercises: US \$ 36,000</p> <p>Sub-contracts: US \$ 20,000</p> <p>International consultants: US \$ 15,000</p> <p>Domestic travel: US \$ 30,000</p> <p>Publication/</p>	<p>a. Media Council b. Private and public sector media outlets c. Women’s civic organizations</p>

<p>latter, by the national and local media.</p> <p>Baseline:</p> <p>With the exception of major news outlets, most media do not measure up to rigorous standards of reporting, and are often sensationalist; “peace messages,” and incidents of dialogue and reconciliation, are rarely highlighted in the media.</p>	<p>b. Anti-violence media campaigns conducted, including through: (i) collaboration with public relations firms to create and disseminate public service messages to be used ubiquitously on public and private media in the run up to national elections; (ii) youth-targeted campaigns that appeal to youth to not be used as pawns by opportunistic politicians; (iii) a grass-roots peace campaign through a national women’s organization such as MYWP providing study guides and informational material for women to conduct informal election education and anti-violence advocacy.</p> <p>c. Educational advocacy campaign undertaken in conjunction with the media houses and public relations firms, soliciting contributions from youth for the design of a peace motto and/or peace logo to be used in related advocacy and education campaigns, as well as in micro-enterprises efforts described under output 2 (the campaign will</p>	<p>no profit, to public service announcements geared towards youth and discouraging violence before, during, and after elections.</p> <p>d. Women’s “peace committees” organized at the district-level in six select districts to conduct anti-violence advocacy.</p> <p>Year 2:</p> <p>a. Media code of conduct publicized and disseminated.</p> <p>b. Women’s “peace committees” organized at the district-level in six select districts to conduct anti-violence advocacy.</p>	<p>dissemination of materials: US \$ 20,000</p> <p>First year: US \$ 121,000</p> <p><u>Year 2</u></p> <p>Nine half-to-one-day workshops/ exercises: US \$ 18,000</p> <p>Publication and dissemination of materials: US \$ 20,000</p> <p>Second year: US \$ 38,000</p>	
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	encourage submissions, publicize and reward the winners, and then use the material to promote peaceful elections to the general public).			
<p>Output 4:</p> <p>Faith-based organizations able to play a sustained peace-building role at the national and local levels.</p> <p>Baseline:</p> <p>While many faith-based organizations are engaged in ad hoc efforts to promote dialogue in areas affected by violence, a systematic national platform for such organizations to play a conflict management or mediation role, or to acquire the expertise for this purpose, does not currently exist.</p>	<p>a. Leaders of faith-based organizations constituted into national and district level mediation committees, available as a rapid response mechanism should the situation arise.</p> <p>b. National faith-based leadership organized to assist dialogue and mediation efforts among political parties and political leaders at the national level.</p> <p>c. Coordinated national days of prayer and service, including special messages oriented towards peace and away from violence, conducted periodically in the period leading to national elections.</p>	<p>Year 1:</p> <p>a. Two facilitated workshops conducted for leaders of national faith-based organizations to identify elements of their collective contributions towards violence prevention, and to receive training in effective mediation techniques.</p> <p>b. Faith-based mediation committees constituted in six select districts, and at the national level.</p> <p>c. Ten national prayer and service days led by leaders of faith-based organizations in run up to elections.</p> <p>d. Assistance provided by national faith-based mediation committee, as requested, for political dialogue efforts at the national level.</p> <p>Year 2:</p> <p>a. Faith-based mediation committees sustained in six select districts, and</p>	<p>Year 1:</p> <p>Six facilitated workshops/ exercises: US \$ 30,000</p> <p>International consultants: US \$ 10,000</p> <p>National consultants: US \$ 10,000</p> <p>National Travel: US \$ 40,000</p> <p>Ten half-to-one-day meetings: US \$ 20,000</p> <p>First year: US \$ 110,000</p> <p>Year 2:</p> <p>Six facilitated workshops/ exercises: US \$ 30,000</p> <p>International</p>	<p>a. Leaders of national faith-based organizations.</p> <p>b. Ministry of Justice</p>

		at the national level, and able to provide mediation assistance in instances of violent tension or conflict.	consultants: US \$ 10,000 National consultants: US \$ 10,000 National Travel: US \$ 40,000 Second year: US \$ 90,000
Output 5: Resources mobilized and capacities built for the effective implementation of the Programme on Reconciliation, Healing, and Peace-building. Baseline: The Country Office will need specific capacity to enable the implementation of this strategic initiative.	a. International Peace and Development Advisor, and national programme officer, recruited. b. Equipment and logistics for the programme effectively procured. c. Periodic assessments and adjustments of programme implementation carried out by the UNHQ-based “core group,” and by the national “advisory group.”	<u>Year 1:</u> a. International Peace and Development Advisor (L-5) and national programme officer recruited. b. Vehicles and equipment procured. c. Four meetings of national advisory group conducted. d. One “review” and “assessment mission conducted by the UNHQ-based core group.” <u>Year 2:</u> a. International Peace and Development Advisor (L-5) and national programme officer continued.	<u>Year 1:</u> International Peace and Development Advisor: US \$ 180,000 National programme officer: US \$ 40,000 Four one-day meetings: US \$ 6,000 Vehicle: US \$ 30,000 Miscellaneous: US \$ 40,000 International travel: US \$ 25,000 National travel: US 20,000 First year: US \$ 341,000

		<p>b. Vehicles and equipment maintained.</p> <p>c. Four meetings of national advisory group conducted.</p> <p>d. One “review” and “assessment mission conducted by the UNHQ-based core group.</p>	<p><u>Year 2:</u></p> <p>International Peace and Development Advisor: US \$ 180,000</p> <p>National programme officer: US \$ 40,000</p> <p>Four facilitated workshops/exercises: US \$ 20,000</p> <p>Miscellaneous: US \$ 40,000</p> <p>International travel: US \$ 30,000</p> <p>National travel: US 20,000</p> <p>Second year: US \$ 330,000</p>	
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III. Programme Management

6. The Programme on Reconciliation, Healing and Peace-building will be overseen by an international Peace and Development Advisor (PDA), who will also bear responsibility for the overall supervision of all conflict-related programming of the Country Office, and will report to the RC/RR through the DRR-Programmes. Under the PDA, the programme will be managed on a daily basis by a national programme manager, who will report to the PDA. Unlike a parallel programme on “Building National Capacities for Conflict Management and Conflict Transformation,” this programme will be directly executed by the UNDP Country Office via an MOU negotiated with the Ministry of Justice, the primary counterpart on issues pertaining to reconciliation.

7. National ownership and participation in the implementation of the programme will be assured through the constitution of a ten-person Advisory Group consisting of prominent public personalities representing all walks of life and various political tendencies.

IV. Programme Monitoring and Evaluation

8. The programme will receive continuing technical, and monitoring and evaluation, support from a UNHQ-based “core group” consisting of the representatives of UNDP-BCPR, UNDP-RBA, DPA, and DESA. The “core group” will base its inputs on bi-weekly reports received from the PDA via the head of the Country Office.

8. In addition, the national Advisory Group for the programme will meet on a monthly basis to provide inputs, and to advise on the programme’s activities and overall direction, on the basis of
9. consensus.