



REPORT

PARTICIPATORY PROJECT REVIEW NEIGHBOURHOOD VOLUNTEER SCHEME

Prepared by



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EXECUTIVE SUMMARY

The Participatory Project Review of the Neighborhood Volunteer Scheme (NVS) was commissioned by the United Nations Development Programme (UNDP), on behalf of the United Nations Volunteers (UNV) and the United Nations Peace Building Fund to assess, almost 18 months after its launch, the relevance and achievements of the Scheme, draw lessons and make recommendations on the sustainability of the project and its integration into a comprehensive national peace building strategy.

The NVS was launched as an emergency response to the post 2007 election violence that broke out in Kenya sparked off by disputed presidential election results. The project, which employed a strategy of deploying volunteers at the neighborhood level, was intended to restore peace through counseling, reconciliation and peace building, as well as provide support for the distribution of emergency assistance.

Three methodological techniques have been used in the Review, comprising primary data collection by way of qualitative techniques, secondary data evaluation by way of a comparative analysis and review and the use of significant change to gauge effects of the scheme. In order to validate the findings, presentations in workshop sessions were made to different stakeholders at the district level in the eleven (11) project districts. The feedback and inputs from the presentations are included in the final report. Furthermore, the report details the views of over 174 participants who were involved in the Review.

The findings show that the NVS has had significant impact in the 11 districts in which it has been implemented. In spite of the fact that peace has not been fully achieved in the various communities, calm and normalcy have returned to all the project districts. The interventions of the neighborhood volunteers have been given credit for restoration of law and order together with increased police presence, allowing for free movement, as security has returned to neighborhoods. In most cases, residents who had left their homes have returned and are rebuilding their lives. In the Nairobi districts many people who had been forced out of their homes, have had them returned to them after reconciliation efforts of the volunteers. Some IDPs

have returned to their farms in the Rift Valley districts, while those whose homes have not been rebuilt have settled in transit camps near their farms. Agricultural activities and businesses have resumed with residents of different tribes mixing once again.

Key Conclusions of the Review are:

The Scheme succeeded in its set objective of instilling a sense of responsibility in neighborhood volunteers, empowering them with skills and tools to initiate counseling, peace building, reconciliation and recovery in the 11 districts in which the Scheme has operated since February 2008.

The NVS has also succeeded in harnessing positive attitudes in the neighborhoods, thus enabling reconciliation and recovery to take place.

The NVS succeeded in the objective of supplementing human resource capacity for distributing emergency relief food and non food items through support to relief agencies, particularly the Kenya Red Cross to identify the needs of the communities and creating a secure environment for the distribution of food and non food relief materials.

The key lessons learned from the NVS include: the need to involve political leadership in the implementation of the project; the advantages of engaging volunteers selected from their residential neighborhoods in creating a sense of ownership in the project, empowering communities in service delivery, and in enhancing community participation in finding solutions to local problems.

The successful experience of the NVS and its tested approach of volunteerism and the neighborhood as the entry point for delivery of services, will indeed inform other efforts for conflict resolution, peace building, early recovery and service delivery.

Recommendations for the future of the project, including scaling up and integration into the wider national peace building strategy, and a transitional phase have been made to address the transition and redesign of the project.

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LIST OF ABBREVIATIONS AND ACCRONYMS

ADA	Africa Development Alternatives
CBO	Community Based Organization
CFD	Community Forum Discussion
CSO	Civil Society Organization
DEX	Direct Execution
DC	District Commissioner
DO	District Officer
EVS	Emergency Volunteer Scheme
FBO	Faith Based Organization
FGD	Focus Group Discussion
GOK	Government of Kenya
IDI	In-depth Interview
IDP	Internally Displaced Person
KRCS	Kenya Red Cross Society
MSSP	Ministry of State for Special Programmes
NEX	National Execution
NGO	Non Governmental Organization
NV	Neighborhood Volunteer
OCHA	UN Office for the Coordination of Humanitarian Affairs
PST	Project Steering Committee
STD	Sexually Transmitted Disease
UN	The United Nations Organization
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
VIO	Volunteer Involving Organization

1. BACKGROUND

In December 2007 Kenya held Presidential and Parliamentary elections, whose results were disputed leading to the worst violence that the country has ever experienced. The country found itself plunged into an inter-ethnic conflict sparked off by the disagreement over who won the presidential election, but whose real causes have been linked to and aggravated by the gross socio-economic disparities that exist in the country with the political class constituting the elite with wealth and power. This politics of leadership has tended to marginalize the vast majority of the young population, who see no opportunity for ascending to political power and consequently to economic wealth. Close to 1,300 people died in the post election violence, while about 500,000 were displaced from their homes.

During February 2008, the United Nations Development Programme (UNDP), the United Nations Volunteers (UNV) and the United Nations Peace Building Fund, in collaboration with the Government of Kenya through the Ministry of Provincial Administration and Internal Security and Ministry of Special Programmes, initiated the Emergency Volunteer Scheme (EVS) to respond to the crisis created by the post election violence.

The scheme, which has since been renamed **Neighborhood Volunteer Scheme (NVS)** to take into account the evolved country context, utilizes volunteers selected in their neighborhoods from among youth leaders, retired professionals and community opinion leaders to bring a turnaround effect on the 2007 post-election tensions. Through training and sensitization, neighborhood volunteers and community members are charged with the responsibility of community healing, harnessing reconciliation, peace building, recovery and support service delivery.

The specific objectives of the Neighborhood Volunteer Scheme have been to:

- i. Engage volunteers and through orientation and training, instill a sense of responsibility and empower them with skills and necessary tools to initiate counseling, peace building, reconciliation and recovery in their affected neighborhoods;

- ii. Harness positive attitudes in the neighborhoods so as to enable reconciliation and the recovery process;
- iii. Supplement human resource capacity for distributing emergency relief food and non-food items; and
- iv. Inform national level strategies for conflict resolution, peace building, early recovery and service delivery through volunteerism, through monitoring and evaluation of the Scheme.

The scheme is being implemented in 11 districts including: Nairobi North, Nairobi East, Nairobi West, Nakuru, Uasin Gishu, Kisumu East, Trans Nzoia East, Trans Nzoia West, Kwanza, Sotik and Borabu. The volunteers have been working around three thematic areas, namely; basic counseling, conflict resolution and peace building, and provision of support for humanitarian related activities.

The Project Steering Committee (PST), in its meeting held in February 2009, recommended that the NVS project should be redesigned to take into account issues related to sustainability, cost effectiveness, partnerships, linkages and the evolved situation in the country one year after the inception of the project.

It is against this background that Africa Development Alternatives (ADA) was contracted to undertake a Participatory Project Review in line with the expected output 4 of the project to document its impact in order to ‘inform national level strategies for conflict resolution, peace building, early recovery, and service delivery through volunteer action’.

2. OBJECTIVES OF THE PARTICIPATORY PROJECT REVIEW

The overall objective of the Review was to assess the relevance and achievements of the project, draw lessons and make recommendations which will inform the project sustainability and integration into a more comprehensive peace building strategy.

The specific objectives of the Review were:

- i. To collect information, analyze findings and make recommendations, with the participation of the beneficiaries, about the effects of the scheme on the communities.
- ii. To review the project focus, approach, strategy, execution and sustainability in light of the current and prospected national context, in order to guide project stakeholders to make timely and informed decisions for its future.
- iii. To identify potential partnerships (including current partnerships), and ways to maximize the positive effects of the project and its integration into a comprehensive peace building strategy.

3. METHODOLOGY

The Review has been conducted utilizing three methodological techniques, namely; primary data collection, secondary data evaluation through comparative analysis and review, and observation of significant change to assess effects. In order to validate the findings and also collect information from the various district stakeholders, presentations were made in workshop sessions in each of the eleven districts. The stakeholders gave their views and made inputs in the Review.

3.1. Respondents

The Review targeted the following categories of respondents, all of whom were involved with the project, though with varying degrees:

3.1.1. Members of the Community

This target group included beneficiaries of the project who were affected and had the opportunity to interact with the programme and experience its effects. This group also included those who were recruited as neighborhood volunteers and acted as the contact persons in administering the

programme within the community. They were interrogated to understand the effects of the programme by obtaining reliable data on their participation, perceptions to determine effects, effectiveness and efficiency, acceptance, approval, relevancy of the programme and any observable change brought about by the programme. The views of the members of the community were important in assessing the effects and in providing information critical in reviewing the project's focus, approach, strategy, and execution. The views solicited took into account the national context and local situation as it has evolved over the project period.

These views have been important in the analysis of the potential of the project for the future, including current and potential partnerships, sustainability and ways to maximize the positive effects of the project for its redesign and integration into a more comprehensive peace building strategy.

3.1.2. The Trainers

This target group included the national and district lead trainers whose views were important in understanding the content and objectives of the training modules. The national level trainer trained the district level trainers, who ultimately delivered the training to the neighborhood volunteers. Their views helped in assessing the skills that were imparted, the response of the neighborhood volunteers to the training and the effects on the volunteers themselves and the project to the community.

3.1.3. Members of the Provincial Administration

This group mainly included the District Commissioners. Their views were valuable in situating the Review within the larger national effort to address the post election violence and assess the future of the project as part of a larger and more comprehensive peace building effort.

3.1.4. Members of the United Nations

This category included the UN Resident Coordinator and UNDP Resident Representative, the UNDP Country Director, the UNV Country Coordinator, the UNDP Head of Peace Building Unit and the UNV Project Manager in Kenya. They were believed to be responsible for the project at the national level, and provided key information regarding the intentions and

objectives of the whole project. This group also included the UNV District Coordinators, who were directly involved in the project at the District level and provided direct experiences on the challenges and successes of the project and its implementation.

3.1.5. Other Stakeholders

At the national level, this category included the Secretariat of the National Steering Committee on Peace Building and Conflict Management, the Kenya Red Cross Society Secretariat, the Mars Group, the Peace and Development Team members, the International Organization for Migration and the UNDP. At the district level, the views of the political leaders, faith based organizations, community based organizations through their representatives and the volunteers were taken into consideration during the presentation sessions. Their views enriched the study through their elaborate experiences in their work both nationally and regionally as well as in dealing with volunteers.

3.2. Review Approaches

In implementing the study, qualitative approaches as well as significant change and effect analysis techniques were employed.

3.2.1. Qualitative Phase

This component helped explore and get a deeper understanding of the target respondents. It helped highlight existing issues, motivations, behavior and perceptions, and attitudes that are key in choices. It was vital to understanding respondents' lifestyle, aspirations, beliefs, fears and values. To stimulate better response and to reveal certain aspects of the respondents' behavior and perceptions, several creative techniques were used. These included projective techniques such as personification, sentence completion exercise etc. The data collection techniques in this phase included;

3.2.1.1. In depth Interviews (IDIs)

These were conducted at both national and district levels with opinion leaders from among the trainers, members of the Provincial Administration, the Kenya Red Cross Society, the United Nations officials, Mars Group official, members of the National Steering Committee for Peace Building and the Peace and Development Team member from the International Organization for Migration.

At the **National Level** the following people were interviewed on the basis of the roles they played to provide an overview and evaluation of the project:

- i) Overall lead trainer from the President's office
- ii) United Nations Resident Coordinator
- iii) UNDP Country Director
- iv) UNDP Head of Peace Building Unit
- v) UNV Country Coordinator
- vi) UNV Project Manager
- vii) Coordinator of the National Steering Committee
- viii) Secretariat – Kenya Red Cross Society
- ix) Mars Group official
- x) Peace and Development Team Members

At the **District Level**, **33** people were interviewed, including the following **3** in each project district to provide the district level overview and evaluation of the project:

- a) District level Trainer;
- b) Member of the Provincial Administration;
- c) District level United Nations Volunteer Officer.

Table 1: IDIs' Respondents Distribution

Level	No.	Respondents interviewed
National	11 IDI's	Overall lead trainer from the President's office
		United Nations Resident Coordinator
		UNDP Country Director
		UNDP Head of Peace Building Unit
		UNV Country Coordinator
		UNV Project Manager
		Coordinator of the National Steering Committee
		Secretariat – Kenya Red Cross Society
		Peace Net
		Mars Group
		Peace and Development Team Members
District	3 IDIs' per Region total 33 IDIs'	District Level Lead Trainer
		Member of the Provincial Administration, District Commissioner
		District Lead UNV Officer

3.2.1.2. Focus Group Discussions (FGDs):

Twelve (12) FGDs were conducted, one group in each project district and an additional group in Nairobi with neighborhood volunteers. Each FGD was made up of between 8 and 13 homogenous respondents brought together to discuss the NVS as an issue of common interest. Overall, these groups represented the opinions of mature men, women and the Youth (including both male and female).

At the same time effort was made to ensure that each group had a balance of the main ethnic groups that were in conflict during the post election violence period. The discussions were organized and conducted in an atmosphere deliberately intended to make the respondents comfortable to speak freely regarding their feelings and attitudes on issues that led to the project and their own experiences with the project. The following members of the community were targeted in this phase of the Review:

i. Neighborhood volunteers

This group represented in the FGD those who were recruited as volunteers to provide direct contact and deliver services to their communities. A single group of this category of participants, made up of neighborhood volunteers was organized as a FGD in Nairobi.

ii. Recipients of the programme

This group was made up of representatives of those that were affected by the post election violence. Their views helped to assess the effects of the project within the community. A total of 11 FGDs were conducted, one in each district with this category of participants.

Table 2: FGDs'/CFDs' Participant Distribution

Members of the Community	Region	Composition
Neighborhood volunteers	Nairobi (13 respondents)	Men and Women who volunteered their services during programme implementation
Recipients of the programme	Nairobi North (9 respondents)	Group with mature Men with balanced ethnic origin
	Nairobi East (10 respondents)	Group with mature Women with balanced ethnic origin
	Nairobi West (10 respondents)	Group with mixed youth (Male & Female) with balanced ethnic origin
	Nakuru (10 respondents)	Group with mature Women with balanced ethnic origin
	Uasin Gishu (10 respondents)	Group with mature Men with balanced ethnic origin
	Kisumu East (13 respondents)	Group with mixed youth (Male & Female) with balanced ethnic origin
	Trans Nzoia East (8 respondents)	Group with mature Women with balanced ethnic origin
	Trans Nzoia West (10 respondents)	Group with mature Youth (Male & Female) with balanced ethnic origin
	Kwanza (10 respondents)	Group with mature Men with balanced ethnic origin
	Sotik (9 respondents)	Group with mature Women with balanced ethnic origin
	Borabu (13 respondents)	Mixed youth (Male & Female) with balanced ethnic origin

3.2.2. Comparative Analysis and Desk Review

This has been done through the assessment of existing documentation including the UNDP Project Initiation document; the Peace Building Fund Emergency Window Project document; the UNV Project document called, ‘Kenya Early Recovery through Neighborhood Volunteers’; reports; and other documents including the United Nations Development Assistance Framework (UNDAF) and information on the post election crisis available in the public domain. The desk review has benefited the field work by providing the background and opportunity for cross checking on data and objectives. The cross checking, as was intended, has helped to eliminate inaccuracies and establish variances between perceptions and reality.

3.2.3. Significant Change Analysis

This technique was utilized to observe and assess significant change brought about by the project in relation to inter –tribal and / or ethnic co-existence. This independent analysis included use of:

3.2.3.1. Testimonials

Recording of testimonials from the community members of the impact of the peace building programme.

3.2.3.2. Monitoring

Levels of ethnic tension were monitored during the Focus Group Discussions as an indicator of inter-tribal and /or ethnic co-existence.

3.2.3.3. Observation

Interactions were observed in different situations to gauge whether, for instance, trade was flourishing in shops and business points such as markets between and among people of different tribes and / or ethnicities.

4. TERMS OF REFERENCE FOR THE REVIEW

In response to the terms of reference, ADA has conducted the Review in close consultation with the UNV office in Nairobi, and relevant stakeholders, using the above methodology to provide a systematic assessment of project activities in order to obtain a credible analysis of the project relevancy, effectiveness, efficiency, impact, sustainability, its coordination mechanism and institutional partnerships, as well as the extent to which it took into account gender issues, addressed capacity needs and applied the concept of volunteerism in its approach.

This review report presents the findings of the various consultations, conducted through in depth interviews and focused group discussions; and recommendations for the transition strategy. It raises some issues that should be taken into account in the redesigning of the project.

Detailed district reports have been submitted under separate cover, providing the feedback and assessment of the NVS in each of the 11 project districts.

5. FINDINGS

5.1. Situation before the 2007 Elections

In almost all the 11 districts respondents felt that they had generally lived peacefully with others of different tribes and ethnicities. In Nairobi it was felt that tribalism had started during the 2002 elections, but was discussed only in ‘hush tones’. In the Rift Valley, the previous clashes of 1992 and 1997 had been more or less forgotten and where there may have been occasional tensions, they had been mild.

To illustrate this co-existence, respondents gave examples of intermarriages that were an accepted reality and had become common among people of different tribes.

In business communities, people of different tribes were engaged in businesses together; employed people of different tribes in their businesses and people traded and shopped in the same markets and shops. People of different tribes owned properties in the same neighborhoods, while others rented to and from those of tribes different from theirs. Yet, others, especially the Kikuyu had bought land in the Rift Valley and were engaged in agricultural activities. There was food security. Socially, people worshipped together in the same churches and inter-tribal women’s groups were vibrant and many in most districts.

The respondents did acknowledge existing problems in their communities. Those cited most included youth unemployment and lack of opportunity, low education standards, poor leadership, economic hardships, cattle rustling (in Borabu, Kwanza, Trans Nzoia, and Sotik); alcoholism (Nairobi) limited access to land, and rivalry between communities.

Tensions had started to build up during the campaigns for the parliamentary and presidential elections in 2007, when mild threats started, for instance in Kwanza, where some people were told to return to their ancestral homes. The campaigns were reported to have been full of hatred, for instance in Kisumu, but were not directed to war. In Kisumu people were geared to vote for ‘change of dominant politics’.

Tensions were accelerated with political slogans like; ‘kazi iendelee’ and ‘Kibaki tena’ in Nakuru, when youth would chant them in the street. But respondents had not anticipated the level of violence that erupted during the reporting of the presidential election results.

5.2. Situation after the Elections

All the 11 project districts were hot spots in the violence that erupted as a result of the disputed election results. Respondents reported that violence broke out and chaos ensued, tribalism and ethnicity defining all aspects of life. Tribal battles were declared leading to the emergence of illegal gangs that raped women and girls; broke into people’s homes and stole property; shot and killed with crude weapons people of other tribes who came in their way; grabbed land and evicted tenants from their homes, which they burned or occupied illegally.

Public infrastructure such as schools, markets, bridges, roads, rail tracks and electricity transformers were vandalized. Road transportation was cut off as were other forms of communication including telephones, as scratch cards for airtime were unavailable for some time. Hatred fueled lawlessness, which caused insecurity, fear and despair. As soon as roads were cleared, a mass exodus of populations followed especially from the Rift Valley in search of safety. People moved into churches, police stations, and Internally Displaced Camps, while some were forced to return to their regions of origin, referred to then as their ‘ancestral homes’. Some inter-tribal marriages broke up as suspicion and hatred escalated forcing people into their tribal groups for safety.

The impact of the violence was almost the same in all the project districts. People’s movements were restricted due to insecurity. Displacement was everywhere as people’s houses were burned down or they were taken over forcefully. Most economic activities were destabilized. Many shut down completely.

Those that were able to trade stopped selling to people of tribes that were different from their own. School teachers began teaching only children of their own tribes.

People were afraid to go to health clinics except those run by health officials that were from their own tribes. The cost of goods and commodities skyrocketed, when they were available. Many people in these hot spots survived on humanitarian assistance, which was also difficult to deliver at the height of the violence.

5.3. One Year Later

Calm and normalcy have returned to all the 11 project districts. Law and order have been restored, allowing for free movement, as security has returned to neighborhoods with increased police presence. In most cases residents who had left have returned and are rebuilding their lives. In the Nairobi districts many people who had been forced out of their homes, have had them returned to them. Some IDPs have returned to their farms in the Rift Valley districts, while those whose homes have not been rebuilt have settled in transit camps near their farms. Agricultural activities and businesses have resumed with residents of different tribes mixing once again, even though cautiously in some cases, such as in the case of the Kisii going deep into Kipsigis territory.

There is strong effort to rebuild peaceful co-existence among residents in their communities through house to house peace campaigns and peace 'barazas'. Counseling, reconciliation, forgiveness and peace building services have helped communities to live in relative peace. Respondents in Nairobi East reported that there is a realization that these different communities need one another and must learn to co-exist.

Respondents acknowledged that while they are more tolerant of one another and are living peacefully one year after the post election conflict, there remains an uneasy calm, as people sustained scars that will take a long time to heal. In Mathare, Nairobi North, respondents reported that there was tension below the surface and fear that violence could break out again. In all districts, the respondents stated that they feared that the real causes of the violence still remained. Among those cited were: youth unemployment and idleness, even more school drop outs after the violence, lack of opportunities for self employment, suspicions among different communities and divisive politics.

Respondents in all the project districts expressed appreciation for the interventions they received from different organizations and bodies including the Neighborhood Volunteer Scheme in restoring peace and co-existence to their communities. These organizations are listed in the individual district reports, which are part of this Review Report.

5.3.1. The Neighborhood Volunteer Scheme

928 neighborhood volunteers were recruited and given three day orientation and training. A Training Guide was developed for the project with 12 key areas of training that included: volunteerism, nationhood and nation building, small arms and light weapons, self awareness and emotional intelligence, understanding conflict, early warning and early response, humanitarian services, trauma healing, group dynamics, youth issues, human rights, gender mainstreaming and advocacy. In the initial period of the project, trainers continued to mentor the volunteers to strengthen their learning in the course of carrying out their tasks. These mixed groups of men, women, youth, elders, community leaders, both victims and some perpetrators of the post election violence, were charged, under the umbrella of volunteerism, to reconcile their divided communities, restore peace and security to their neighborhoods.

5.3.1.1. Perceived Image of the NVS

The respondents in Kwanza described the NVS as a mature, strong protector, able to bring people together and get them to reconcile their differences. The Scheme was seen in Trans Nzoia East as focused, a good listener, that commanded respect, and at the same time strong, and yet humble, selfless and a good mediator. It was seen as polite, respected, and able to mix well with different people in Trans Nzoia West.

In Kisumu the Scheme was perceived to be down to earth, a peace maker, protector, able to walk long distances, with a positive attitude towards all people, providing good counsel, empathetic and at the same time well organized. In Uasin Gishu, the NVS was seen as a strong leader and good communicator. In Borabu it was perceived as courageous; while in Sotik it was perceived as a good counselor, a peace maker and a volunteer. In Nakuru the NVS was perceived to behave as one who has been through similar experiences and therefore generated confidence and could be confided in. The link with the United Nations gave the NVS additional credibility.

The respondents in Nairobi North saw the NVS as a friend, not biased, able to unite people as evidenced in its ability to bring together warring tenants and landlords. The NVS was described in Nairobi East as having no tribe, with a strong sense of family, loving, kind, easily and readily accessible. In Nairobi West, the Scheme was seen as flexible, peaceful, focused, well organized and a neighbour.

5.3.1.2. Achievements of the NVS

The NVS, initially called the Emergency Volunteer Scheme, was one of the very first responses to the post election violence at the lowest level of the society, targeting residential neighborhoods. The volunteers were taken through a rigorous training programme with twelve (12) modules that included volunteerism, nationhood and nation building, small arms and light weapons, self awareness and emotional intelligence, understanding of conflicts, early warning and early response, humanitarian services, facilitation skills, trauma healing, group dynamics, youth issues, advocacy and gender mainstreaming and human right. It is imperative to note that the respondents' description of NVS reflects their understanding of the effects of the scheme on their lives. This notwithstanding, the volunteers had a unique situation on the ground as they had to use the skills they learnt in very specific situations. As such, it may not necessarily mean that the skills pointed out by the communities detail all the skills that have been imparted to the volunteers. The respondents in all the 11 project districts reported that the NVS in utilizing the skills acquired through training succeeded in the following areas:

i) Problem identification

The volunteers were able to identify causes of conflict and get warring parties to address their differences.

ii) Basic counseling

In spite of the very limited orientation and training that the volunteers were equipped with, they were able to provide basic counseling and help people manage anger, and create an environment for reconciliation.

iii) Reconciliation

Neighborhood volunteers were able to bring conflicting parties together, encouraged them to live in peaceful co-existence in spite of their tribal differences. They were particularly commended for their ability to reconcile landlords and tenants in the Nairobi districts; and to convince illegal occupants of other people's houses to vacate them and allow the rightful tenants to move back into their homes. They were also acknowledged for their success in narrowing the gap between the Kikuyu and Luo in Mathare North. The volunteers were able to help some families, broken apart by the post election violence, to come back together and rebuild their lives.

iv) Resettlements

Through the NVS, IDPs returning to their neighborhoods were assisted by the volunteers to settle back in their homes. They mobilized neighborhood residents to receive them back and through reconciliation efforts, secured co-existence in several neighborhoods. The volunteers provided a useful link with government authorities in the resettlement of returning residents.

v) Promotion of peace

Most respondents reported that peace had returned to their neighborhoods mainly due to the interventions of the NVS volunteers, who were able to intervene in all situations ranging from gender based violence to getting youth in Kwanza to surrender illegal weapons.

vi) Distribution of humanitarian assistance

Respondents indicated that in some places, for instance in Kwanza, the volunteers helped to bring order in the distribution of relief assistance which brought trust and confidence in the process within the beneficiary communities.

vii) Productive activities

While respondents, both volunteers and recipients agreed that the Wealth Creation training given to the volunteers was not sufficient, they at the same time acknowledged that volunteers displayed great potential in ability to assist communities to revive their productive activities for livelihoods. This sentiment was strongly expressed in Kisumu.

viii) Link between Provincial Administration and neighborhoods

Many respondents reported that the volunteers had helped to improve relationships between the Provincial Administration, which had suffered a loss of trust by communities as a result the disputed election results. The volunteers on the other hand had won the confidence of local leaders, who readily gave them the platform, whenever an opportunity arose.

5.3.1.3. Relevancy

For the purpose of this review, relevancy refers to the appropriateness of the Scheme to the situation at the time in terms of policy, approach, timing and context for addressing the needs on the ground.

The policy of the GOK, as demonstrated by its establishment of the Humanitarian Services Committee made up of its Permanent Secretaries and the mandate of its Ministry of State for Special Programmes (MSSP) to address the emergency needs of the population created by the post elections violence, was to act quickly and put in place a humanitarian response. In this regard, the GOK designated the Kenya Red Cross Society (KRCS) to be the lead agency handling management and distribution of emergency assistance.

The policy of the humanitarian community led by the United Nations Resident Coordinator system and Humanitarian Coordinator was to redirect development assistance to the humanitarian situation that had arisen. Consequently, the Humanitarian Community established a Cluster approach to the emergency, which also included a focus on early recovery to avoid the protraction of the emergency in Kenya. All United Nations Agencies, including UNDP and UNV were key players in the response to the crisis. UNDP led the Early Recovery Cluster, while UNV, in the process of re - launching volunteerism and repositioning UNV as an integral part of the UN Country Team, positioned itself to play a key role in the UN response to the crisis.

The NVS, therefore, was appropriate and in line with the policies of both the GOK and the UNCT. It was especially timely, as it was launched as an emergency intervention in February 2008, being one of the first concrete interventions that went beyond distribution of relief and management of IDP camps. The context in Nairobi settlements, which were hotspots, was so

volatile at the time that agencies, including the KRCS were finding it almost impossible to distribute relief assistance in these communities. The concept of the NVS to address stopping of the violence through members of one neighborhood coming together under the umbrella of the United Nations was ingenious. The approach to focus on the neighborhood was therefore very appropriate. This has been confirmed in the interviews and FGDs. Feedback shows that having volunteers from their own locality was indeed a strength.

The approach also included conceptualization with and involvement of Provincial Administration, the GOK authority on the ground, who were on hand to provide protection and address security related matters.

The partnership with the KRCS, the designated lead agency on the ground for managing the humanitarian response, was important. The volunteers were able to intervene by identifying the humanitarian needs of their neighborhoods and direct assistance to the right people. Feedback indicated that the volunteers brought greater transparency into the distribution of assistance, thus creating more confidence in the process.

The approach of focusing on the neighborhood proved useful in being able to address any and all needs on the ground. On the surface, the immediate needs were related to violence, disruption of economic activities and services, lack of food, displacement and election results disputes.

The volunteers, using the technique of needs identification, were able to get communities together to examine the underlying problems that caused the violence. The feedback on this aspect of the NVS is important in the long term measures to rebuild peace and stability in Kenya.

5.3.1.4. Effectiveness

The term ‘effectiveness’, in this review, denotes the extent to which the project was able to achieve its major objectives.

Reports from the 11 districts show that all the objectives were achieved; even though reports about an ‘uneasy calm’ in Nairobi indicate that peace has not yet been fully achieved. NVs managed to reconcile conflicting groups, especially landlords and tenants and facilitated the

return of communities to their homes. They also promoted peace and reconciliation among the youth by helping them to rebuild their lives. In addition, NVs were helpful to the authorities by helping them to identify dire need cases for building materials. In Uasin Gishu, NVs went beyond the call of duty, and succeeded in making it possible to hold meetings between conflicting tribal groups, as one volunteer stated:

“I came to realize that people suffered, though I wasn’t personally affected but when we interacted with those affected I felt for them and this has strengthened my resolve for people to reconcile for peace.”

The NVs work affected not only the perpetrators and the victims of the post election violence, but also themselves. In the course of helping others, they also helped themselves; thus generating a lot of synergy in the entire project.

In Nakuru, as soon as the NVs appeared on the scene, violence ceased and communities were taken through the process of how to seek and find conflict resolution. In the process, the NVs were able to engender so much trust and confidence among community members that in Barut one of them became the chairperson of the entire community.

In Trans Nzoia West, as the volunteers worked around the three thematic areas of conflict resolution and peace building, basic counseling and provision of support for humanitarian related activities, they were able to advocate for co-existence among the warring communities and to help in rebuilding their lives economically through socio - economic groups for women, called ‘merry go rounds’.

5.3.1.5. Efficiency

‘Efficiency’ in this review refers to the measuring of the outputs, both qualitative and quantitative in relation to the inputs.

The planning and design of the project was carried out painstakingly with adequate consultations that resulted in the selection of strategic sites for implementation of both the pilot phase in the Nairobi settlements and expansion to the hotspots in the Rift Valley.

The selection of volunteers from their own residential localities, and the involvement of the Provincial Administration from the grassroots level were measures that helped in attaining cost-effectiveness. The Provincial Administration provided an effective support system for the project through the DCs, DOs and the Chiefs. It was the most economical approach to implementing the project activities and keep operational costs down. The posting of UNV Coordinators to be attached to the DC’s office for the coordination of the project at the district level, addressed the capacity needs of the district authorities in providing oversight and support to the project.

The involvement and utilization of the services of the President’s Office Secretariat of the National Steering Committee on Peace Building and Conflict Management for the design and implementation of the training ensured their integration in the project, while at the same time it gave the project a head start with existing trainers and training modules available for the launch of the programme. This network of trainers, furthermore, was drawn upon in the recruitment of more trainers needed for the expansion of the project to the hotspots of the Rift Valley.

The training component of the project involved members of the communities in acquisition of new skills thus leaving neighborhoods with individuals skilled in problem identification, basic counseling, conflict management, reconciliation, mediation, peace building, management of relief assistance, and in some cases, wealth creation. Respondents acknowledged their gratitude for the amount of learning they have acquired during the course of the volunteers assisting them.

In feedback sessions, many, both volunteers and recipients stood out as real leaders. The number of about 15 volunteers working within each neighborhood was appropriate given the residential

community focus. While the orientation and training programme was considered too short for the volunteers as indicated in the Review, the emergency nature of the response required quick action. The provision for continued training was a good measure to ensure that volunteers continued to learn as they carried out their tasks. In training others in their neighborhoods, they themselves also continued to learn.

The fact that the project commenced immediately after the eruption of the post election violence, and stayed on well after one year is an indicator of genuine commitment by the key stakeholders to achieve a state where peaceful co-existence was possible.

The shared view among respondents in the Review is that the financial resources were not adequate for organizing events such as entertainment forums, and for securing vital information that could have been obtained with small incentives, in the work of the volunteers.

5.3.1.6. Effects

‘Effect’ in this review, refers to the positive and negative changes produced by the project. The Neighborhood Volunteer Scheme project has had significant effects. Taking into account the limited duration of the Scheme, having been in operation for only one year, the effects assessed is of the short term results related to stopping violence and rebuilding of co- existence within neighborhoods. The respondents in the Review listed the following areas of the effects:

- i.** At least 65% of displaced persons have been resettled and re-integrated back into their communities;
- ii.** Many family units that had been broken, especially within inter-tribal marriages, have been re- united;
- iii.** Skills imparted to communities by the NVs have led to the establishment of women and Youth groups for small scale enterprises, some of which have been registered with the Ministry of Social Services for access to finance and other support programmes;
- iv.** Basic counseling carried out by the volunteers has provided psychosocial support, which has helped communities to forget and forgive. This in turn has enhanced the restoration of peace in communities;

- v. Reasonable security has been restored through a reduction of animosity and anger as well as increased community policing;
- vi. Violence, drug abuse and insecurity have been reduced as a result of some of the youth being occupied in productive activities. The GOK, in recognition of this potential has made provision for an office for NVs central coordination; and has established the ‘Kazi kwa Vijana’ project as a way of tackling youth unemployment, drug abuse and violence;
- vii. Travel and movements of people are back to normal;
- viii. Prostitution has decreased due to the reduction of hostilities and the restoration of economic activities;
- ix. Unity in neighborhoods has been enhanced as a result of forgiveness, and reconciliation; with new skills acquired restoring value of life in the communities;
- x. Volunteerism has been recognized as a vehicle for a community to come together with a sense of belonging, self reliance, thus reducing the dependency syndrome in some communities;
- xi. The treatment of gender issues in the project activities was reported to have influenced views and opinions about gender equality and the role of women in their neighborhoods. Many respondents expressed the desire to have women in public administration, relief distribution, counseling and peace building. Yet others expressed the wish to have women as political representatives, elders, and chiefs.
- xii. Relationships between Provincial Administration and communities have improved as a result of the presence of the NVs and the constructive link they established between the communities and authorities in the field.

The review shows that constraints to the project positive effects include the lack of strategies to address the root causes of the violence that was sparked off by the disputed presidential election results. Because of this, tensions still remain between different tribes, especially on party politics, which appears to have divided the country along tribal and ethnic lines. Respondents reported that they are able to discuss all other subjects without conflict, except politics.

Volunteers reported that while they have been able to persuade youths to give up violence, these youths remain unemployed; some even have university degrees, but have no jobs or livelihoods.

The NVS is therefore not able to ensure that they will not revert to violence at the slightest provocation.

5.3.1.7. Sustainability

In this review, ‘Sustainability’ refers to whether the outputs and development effects emerging from the project are likely to be successfully continued even after the formal end of the project. In this regard, the active participation of community members as both volunteers and beneficiaries of the project provided a sure foundation for sustainability of both the activities and the impact of the project.

The skills acquired by both the volunteers and members of the community are a permanent investment in human capital. The volunteers are members of the communities in which they were deployed, and they will continue to be sought after by the communities. They have provided counseling to residents in their neighborhoods and advocated for dialogue among the members. The impact of these services will persist beyond the project duration.

The volunteers have also assisted the communities with knowledge and techniques for group mobilization and organization. As a result the communities have formed socio-economic groups, such as ‘Merry-go-Rounds’. The groups will survive as instruments for income generation and as stepping stones for wealth creation. There are expressions of appreciation by the communities of the way the volunteers have carried out their assignment sacrificially even when their allowances were not forthcoming, often using their own resources to support community members that needed assistance.

The focus of the project on residential neighborhoods has provided for a built in assurance for continuity of the project services in that the volunteers were recruited from and deployed in the communities where they live; while at the same time the volunteers were representative of all the tribes found in each community and included both young and old. The fact that many of the youth who were recruited as volunteers had been actively involved in the post-election violence has made the project a rehabilitative instrument. It is unlikely that those youths who have now been serving as volunteers would revert to violence.

The level and quality of leadership that has emerged among the volunteers after one year of the project also serves to demonstrate the benefits to the communities that are likely to remain after the project ends. The Provincial Administration (DC, DO, Chief) worked in collaboration with the Scheme, and is well positioned and empowered to continue with the project activities, despite their expressed concern over the payment of allowances to the volunteers.

The impact of the project is sustainable as evidenced by communities' expression that the Scheme is well placed to handle several other issues including: drug abuse, child rights advocacy, commercial sex work, promotion of self-help groups, campaign against early marriages, and anti-abortion campaigns.

However, there are perceived constraints to the sustainability of the project that need to be addressed. Among the identified main causes of the post-election violence is tribalism, fueled by politicians. It is therefore doubtful that genuine peace can be realized without the direct reconciliation of the politicians to their communities.

The common notion that volunteers in all situations should not be paid allowances, which is contrary to Labor Laws that dictate on casual labor terms of employment, is likely to be an obstacle to proper planning and allocation of resources to the very important need to consolidate peace in Kenya. To restore peace to a country after conflict requires deliberate investment in the peace building processes.

The communities became very dependent on the volunteers for the solution of their problems, such as getting relief food, solving domestic problems; quelling fires in the community; and resolving other community issues.

5.3.1.8. Volunteerism

'Volunteerism' is defined as the act of giving of self for the common good. In the conceptualization and design of the NVS, consultations were held with Volunteer Involving Organizations (VIOs) in Kenya, which endorsed the initiation of the programme, and its approach of using volunteerism in the response to the post election violence.

Project participants reported that they understood much better the concept of volunteerism, having seen it in operation by the work of the NVs. Some understood it to mean self sacrifice, working without pay, giving without expecting, and as giving back to the community. Respondents expressed their appreciation of the work of the volunteers in many different ways. In Nairobi, one respondent stated:

‘The Neighborhood Volunteers have lived up to the expectations of the beneficiaries in terms of volunteerism’

In Trans Nzoia respondents commented that the NVs had set a good example of volunteerism through their demonstrated fairness, unbiased approach to issues, which had made the community to appreciate the power of volunteerism.

In Uasin Gishu, respondents stated that through volunteerism, the volunteers had brought a sense of belonging to the community, working without expecting to be paid.

In Kisumu, volunteers were seen as role models for giving back to the community; using their own resources such as vehicles and money to champion a cause, which in some ways has helped to reduce the dependency syndrome.

In Sotik, volunteers earned the respect of the community by the way they gave of themselves for the good of the community while in Borabu, volunteers even provided shelter to IDPs without asking for payment.

The issue of allowances paid to the volunteers has generated a great deal of discussion. There is a perceived notion that volunteerism is free service. There is also a perception given that United Nations volunteers are not paid. Among respondents some had strong views regarding the allowance of Kenya shillings 15,000 and 10,000 paid monthly to each NV in the Nairobi and Rift Valley districts respectively; and which was reduced early this year to Kenya shillings 5,000. Those against the payment of the allowance believe that paying the volunteers goes against the spirit of volunteerism, while others are concerned about the costs involved.

Many respondents among the project beneficiaries felt as expressed by the FGD in Nairobi West:

'Though they are given a facilitation fee, the beneficiaries feel that the amount the volunteers receive is less than they deserve and that they always end up using much more than they receive.'

Yet another respondent in Nakuru stated:

'The volunteers have managed to use their own resources such as vehicles and at times contributed some money ...to champion peace building'.

The decision to give allowances in the design of the project was based on the reality on the ground to which the UNV was intended to respond. There was realization that the real causes of the violence that was sparked off by the disputed results of the presidential election, was in part the lack of employment and source of livelihoods. The violence created a humanitarian emergency for most people in these hotspots.

The allowances, besides serving as an incentive, were needed to offer some form of minimum compensation for the time the volunteers were to devote to the project, away from their productive activities and search for livelihoods. Even then the allowances were not intended to be treated as salaries, but as a facilitation stipend.

In exploring terms and conditions of volunteer services in Kenya, the Review did not find volunteers engaged for substantial periods of time on serious issues of development that did not get paid some form of fee. The uniform practice shows volunteers receiving much lower pay than regular professionals. This applies to volunteers in the United Nations service as well. The review has also shown that the original idea of exploring the use of volunteerism in combination with the neighborhood as an entry for development interventions has a great deal of potential for addressing both emergency and long term development issues.

Some issues of concern were reported by respondents; first, not all volunteers were totally suitable for volunteer work. Some dropped out of the project; while some were more interested in the allowances and complained bitterly when the payments were delayed. Secondly, the volunteers did not have adequate resources for their work in a very difficult period and environment. Many had to walk long distances; others had to give their own resources to be able to get the work done. This seems to have been part of the confusion about volunteerism being seen as service at no cost.

5.3.1.9. Partnerships

In the review, 'Partnerships' refer to the institutional relationships developed and the extent to which they contributed to the achievement of results. In this regard, partnerships involve people working together to enhance the chances of realizing the set objectives. Partnerships are formed in order to leverage on resources, expertise and required information.

Reports from the districts show that NVs partnered with a number of institutions and organizations to achieve results. NVs worked closely with Provincial Administration, especially district officers (Dos), Chiefs and Assistant Chiefs to mobilize communities for peace building and recovery initiatives. NVs networked with CBOs, FBOs and Government, especially the Ministry of State for Special Programmes; OCHA; the Kenya Red Cross; Volunteer Involving Organizations (VIOs); Administrators of affected districts; communities involved in the NVS and overall members of the UN Early Recovery and Food Security Clusters.

Through partnerships, information and strategic direction have been provided to compile information about those who were affected by the post election crisis and linking those considered to be in extreme need of support mechanisms and also to identify probable causes of the conflict. Partnerships proposed for the future of the project would benefit from grouping them as national level, district level and community level partnerships. The chart in figure 1 illustrates the proposed partnership levels.

It is vital to note that NVs used these partnerships to map out strategies to mitigate conflicts. Such strategies have included mediation, barazas on peaceful co-existence and local residence

peace caravans. Partnerships have also been invaluable in mobilizing additional volunteers for peace building and reconciliation through music, drama, song and sports. NVS also partnered with organizations to draw out specialists to deliver training on specialized topics like counseling. Partnerships have also been used to disseminate coherent messages on peace building and reconciliation.

5.3.1.10. Gender

In this review, the term ‘gender’ is defined as the socially-given attributes, roles and activities connected to being a male or a female in a given society. Gender is related to how women and men are perceived and expected to think or act because of the way society is organized. Gender is also about who has power.

In Kenya, as in most developing countries, gender imbalance is a socially accepted norm. Women and girls continue to suffer through gender-based violence, lack of access to vital resources, vulnerability to abuse, rape and infection of STDs including HIV/AIDS which exacerbate gender inequalities. During the post elections violence, women and girls bore the brunt of the suffering through rape, abuse and displacement from their homes and families; with many having to seek refuge in police stations, churches, shopping centres among others.

The breakdown of family and other social and community structures increased sexual and gender-based violence. Women’s increased dependence on men for physical and economic security also exposed them to exploitation, rape and in some instances death.

The NVS was not designed to support the victims of sexual violence through direct provision of medical care. The volunteers were trained to identify problems, provide counseling and refer cases to the relevant service providers.

The Review findings show that in the design of the NVS, effort was made to have equal numbers of men and women in each neighborhood team of volunteers. But as the selection of volunteers depended on the DCs, the project was not able to always achieve that goal of gender balance among the volunteers.

In Nairobi North the majority of the volunteers were men and the project was perceived to favor men. However in Nairobi East, women were well represented and the project was seen as fair to both men and women.

In the selection of UNVs as District Coordinators, the project was not able to achieve equal representation of men and women among the Coordinators.

The number of women and men in their neighborhoods who participated in the project shows that the gender dimension was put into account, with women receiving equal access and opportunities as men in the communities. The inclusion of women among the volunteers also facilitated their work in addressing some sensitive problems, often related to gender – based violence, as women were more able to counsel and assist affected women.

Respondents reported that even though women and youth were not given preference, the distribution of emergency assistance was fairly done except for isolated incidents of unequal measure of food and items such as soap during the distribution. Project activities were reported to have influenced views and opinions about gender equality and the role of women in their neighborhoods. There were cases where women cared for displaced children from other tribes especially after the peace building and counseling sessions. Some inter-tribal marriages were reunited.

Many returnees expressed desire to have women in public administration, relief distribution, counseling and peace building. In Sotik, the respondents acknowledged the importance of having women and men together as the women had proved to be better at reducing tension and at peace building. In Nakuru and Trans Nzoia West, the FGDs reported that there was satisfaction with the incorporation of women in the NVS and respondents expressed the wish to begin to have women represented as councilors, members of parliament, elders, and chiefs, because through women NVs, they had demonstrated that when women are involved, there is peace and co-existence.

5.3.1.11. Coordination

Coordination is the action of getting people to function together in an organized and efficient way. For the purpose of this Review, coordination refers to the analysis of the interaction of the different project actors to achieve a desired end. Coordination also includes the mechanism that makes this possible. To this end, it can be stated that partnerships are a form of coordination.

Overall, reports from the districts reveal that coordination was poor. In Borabu, the report indicates that all NGOs liked to work on their own despite the fact that they too, like the NVs, were engaged in peace building activities as well as provision of basic counseling. In Nairobi West, respondents reported of inadequate support from other players in the community and the need to secure the coming together of humanitarian organizations with the Government.

In Kisumu, respondents observed that there was a lack of linkage between the volunteers and the organizations doing similar work there. Despite the many institutions working here, such as the World Vision, CSO, Action Aid, FBOs and even banks, there was no evidence of the existence of any mechanism to coordinate disparate or similar activities. In Kwanza District, peace building and reconciliation initiatives, distribution of relief supplies were characterized by little or no coordination while in Trans Nzoia East, NVs initiated a number of income-generating activities including joint inter-ethnic ‘merry-go-rounds’ consisting of different tribes. However, there was little or no evidence of coordinated action.

5.3.1.12. Capacity building

‘Capacity Development’ in this Review looked at the extent to which the project has supported the creation of national, local, organizational and individual capacities. The NVS was anchored on capacity development in that it was designed to provide training for the locally identified and recruited volunteers; who would in turn train members of the community to participate actively in activities for community’s self-healing. In this regard, the project significantly supported the creation and development of individual capacities of the neighborhood volunteers and members of the communities.

Training for volunteers and for community members is indicative of the significant support that the project gave toward the creation and development of individual capacities at the local level. The many technical skills that the volunteers were trained in will last and continue to be available to the community members, both directly and indirectly. The knowledge and skills gained in identification of development problems, project proposal writing, counseling, effective communication and negotiation, inclusive and participatory development, and the limited knowledge on wealth creation are an investment in human capital that the communities can and will always draw from.

Community members also gained skills in counseling and group mobilization, among others. These skills will outlive the project duration because the individuals learnt and readily applied them locally. Because of the intensive interactions within the communities, there was also significant transfer of knowledge between the volunteers and the communities. Members of the community have better knowledge of each other and better understanding of their common and shared development needs because of their individual and collective involvement in the project. During FGDs they demonstrated appreciation of their diversity and the fact that each of them has something to contribute towards the attainment of peace within the community. There is sufficient evidence that the project strengthened the communities' capacity to handle issues of peace-building.

A key constraint to achieving capacity building was identified as the duration of training given in three days. This was considered insufficient to adequately equip them with all the knowledge, skills and attitudes necessary for carrying out all the activities required to meet the demands of the situation in their respective communities. The training content itself, while good, its 12 modules were found to be too many for the period of training. The significant success realized in the training of the members of the community was therefore due mainly to the commitment and ingenuity of the volunteers.

5.3.1.13. Execution and Implementation

The use of the Direct Execution (DEX) modality by the United Nations Development Programme for the project was most appropriate at the time given the emergency nature of the project. This allowed the project to take off fairly quickly in response to the crisis it was intended to address. Given the circumstances that sparked off the crisis, namely the disputed election results that involved the GOK, there was uncertainty within the government ministries. It may have been difficult to secure the support that was required for the rapid design and launch of the project had it been left to the normal modalities of execution. It should, however, be noted that in spite of this situation that obtained, there was adequate consultation and involvement of the relevant GOK departments in the design and launch of the project.

The role of the United Nations Volunteers organization, as the custodian of the project was also important because UNV was in the process of re-launching ‘volunteerism’, which it had planned to do formally in January 2008, had the crisis not erupted. In view of the violence that the country was plunged into, UNV quickly decided to demonstrate volunteerism in practice, by putting in place an emergency response project that was anchored on the concept of ‘volunteerism’. Furthermore, UNV was also in the process of piloting its repositioning as an organization within the UNCT in Kenya to provide more strategic and substantive support and leadership on volunteerism within the implementation of the UNDAF. UNV therefore conceptualized the EVS and worked with UNDP, the UNCT and the Early Recovery Cluster and the UN Peace Building Fund to make the project possible.

The use of volunteers as has been discussed in sections above, was not only cost effective, but also timely in bringing back into the community the old spirit of giving to the community. Many respondents and FGDs pointed out that they had learned from the volunteers the importance of giving of oneself to the community.

Respondents commented that they viewed the volunteers as working under the umbrella of the United Nations.

They were concerned when the project changed its name from Emergency Volunteer Scheme, in which the volunteers were understood to be United Nations volunteers, to the new title,

Neighborhood Volunteer Scheme. While, this was not a very significant issue for the project, the comment from respondents emphasizes the value ordinary people attach to the role of volunteers within the United Nations.

The Implementation Arrangements and the roles of the various players in the project are discussed in detail in section 5.3.1.5. It is important to highlight the level of appreciation for the resources that the various agencies made available for the project. At the same time, it should be pointed out that many respondents expressed the wish that the volunteers had had more resources to work with in certain situations; and did not have to dig into their own resources.

6. CONCLUSIONS

6.1. Achievements

The findings of the Review of the NVS show that the Scheme succeeded in its set objective of instilling a sense of responsibility in neighborhood volunteers, empowering them with skills and tools to initiate counseling, peace building, reconciliation and recovery in the 11 districts in which the Scheme has operated since February 2008. In this regard the following has been achieved:

- i.** More than 900 volunteers have been trained in several important skills in problem identification; conflict management; reconciliation; peace building; distribution of relief assistance; wealth creation; and gender equality issues;
- ii.** The volunteers have utilized the skills gained to train residents of their neighborhoods, thus empowering others in their communities;

“The trainings were done to the NVs who later have been training the community thus knowledge is passed from one person to another” – Sotik District Lead Trainer.

- iii.** The NVs have been acknowledged in all the 11 project districts for their diligence and high sense of responsibility in successfully handling the violence and restoring peace and co – existence in their neighborhoods;

“Amani is the Neighborhood Volunteers, but we call them “Watu wa Amani”- Nairobi North FGD Participant.

“.....my former neighbors are appreciating me so in so doing am seeing many people coming back to settle to where they were so especially those buildings that were not destroyed they coming back and they are starting business and I think the administrative side the councilors the sub-chiefs and others are really still preaching peace and trying to lower people back so that we can have a good structure compared to what it used to be”- Kisumu East FGD Participant.

- iv. The volunteers have been credited with assisting returning IDPs and evicted tenants in resettling back in their communities and homes and rebuilding their lives;

The NVS has also succeeded in harnessing positive attitudes in the neighborhoods, thus enabling reconciliation and recovery to take place. In this objective, the following has been accomplished:

- v. Immediate cessation of violence because the volunteers were able to apply the training they had received; they were of mixed tribes; and conducted themselves without bias, which won them respect in their communities;

“When the Neighbourhood Volunteer Scheme came in, no Luo could walk from area one through to four and neither could a Kikuyu walk through from area four to one, but we have managed to change the situation by talking to people and trying to reconcile them so that they can live together” - Nairobi East Neighbourhood Volunteer.

- vi. Training and empowering the members of the community;

“The Neighborhood volunteers are under UNDP and they have gone house to house and taught the importance of peace building and have taught the importance of neighborly peace like among the Kipsigis and Kisiis. NVS organized with the DC on security issues and now we sleep in peace. The Kipsigis brought their people and the Kisii brought some NVS has made vijana (the youth) to work on their farms which has kept them busy. There were some games that were organized between the Kipsigis and Gusiis where we played football. But Kipsigis acquired the trophy but in the process we made friends and united and we discussed how to avoid war between us and our neighbors” – Borabu District FGD Participant.

- vii. Provision of basic counseling to victims and perpetrators of violence that enabled them to begin processes of reconciliation and healing;

“They have also been able to do psychosocial counseling so I think they have done a lot” – Nairobi North District Commissioner.

“I was basically living by chance and that is when I got these people known as the neighborhood volunteers who started to counsel me...” – Nairobi North FGD Participant.

viii. Effective reconciliation and peace building;

“The Neighborhood volunteers are under UNDP and they have gone house to house and taught the importance of peace building and have taught the importance of neighborly peace like among the Kipsigis and Kisiis. NVS organized with the DC on security issues and now we sleep in peace – Borabu FGD Participant.

“...it made me love my neighbors even if someone did something bad to me I would find justice somewhere else and there was someone caring about me..” – Trans Nzoia West FGD Participant.

ix. Support to formation of umbrella groups among women and youths for productive activities as part of the recovery process in neighborhoods.

“Yes, we have encouraged formation of CBOs, women groups, youth groups, so if they exit, they will be left in the community. The 40 volunteers will be left in the community and those we convinced to join us; we also have done 8 trainings on youth entrepreneurship, so youth empowerment will also remain. Even if we exit we would have left something in the community, even those who surrendered small arms will have been changed because their livelihood is different. Even women have been have been empowered in peace activities. They are peace builders and now have good reconciliatory skills” – Kwanza UNV Coordinator.

“Because we have seen them holding meetings they bring women together and form groups like for sewing, merry go round, youths participate in stuff like games” – Trans Nzoia West FGD Participant.

The NVS succeeded in the objective of supplementing human resource capacity for distributing emergency relief food and non food items. In this case the Scheme provided the following support to relief agencies, in particular to the Kenya Red Cross:

x. Identifying needs of recipients of humanitarian assistance;

- xi.** Identification of members in the community in need of specific assistance such as roofing materials, farming inputs etc;
- xii.** Provision of safety for the delivery of relief materials in volatile environments;
- xiii.** Injection of greater transparency in the distribution of food and non food items, thus creating more faith in the process.

“what they are also good at is giving humanitarian distribution because when they are given to the administration they don’t share it equally amongst the people; you find them choosing certain people they know and leaving others so the administration especially the chiefs have created a business while it is everybody who needs this humanitarian help. You find that people are not feeding the administration with information of what is happening but when the neighborhood volunteers came you now find people sharing with the administration ideas and also telling them about the security issues in the area because now they are not biased. And now the administration is also working hard to bring peace.” – Kwanza FGD Participant

The successful experience of the NVS and its tested approach of volunteerism and the neighborhood as the entry point for delivery of services, will inform other efforts for conflict resolution, peace building, early recovery and service delivery. The following highlights of this approach will benefit other strategies and development initiatives:

- xiv.** Creation of a sense of belonging and ownership in neighborhoods;
- xv.** Ability to address problems from a position of inside knowledge of the community and individuals concerned;
- xvi.** Ability to gather important information and obtain early warning signs that can be put to use to prevent and address crisis;
- xvii.** Serving as a constructive link between local authorities, such as the Provincial Administration, and the communities;
- xviii.** Proof that local people, who are not necessarily technical, can deliver effective services in their communities at very low cost.

6.2. Gaps and Constraints

While the NVS has been commended in all the 11 districts for its incredible success, there are gaps that have been identified in the implementation of the project, and which will require to be taken into account in the future of the project:

- i) Insufficient training of the volunteers, who were given only three days training. Considering how well they did with this very limited exposure, they would clearly do so much more with longer term training. Involvement of training institutions to take on the training at the district levels could have lightened the burden of training from the project;
- ii) Inadequate consideration for the root causes of the violence such as unemployment, youth idleness, and divisive politics, which have left tensions, an uneasy calm and a constant fear that violence could break out again;
- iii) Poor coordinated linkages with other stakeholders delivering services in the same communities; and the need for clear terms of reference for all key actors in the communities on peace building;
- iv) Limited coverage of the project in that not all areas within each district were covered; therefore the need to scale up so that all areas can benefit from the project;
- v) Lack of adequate resources for structural and logistical support such as office space, transport etc.

6.3. Lessons Learned

The experience of the NVS has provided some lessons that can and should inform other initiatives for responding to emergencies and for delivering development services. The innovative approach of using the neighborhood as the entry for responding to the crisis was very effective. It served to get residents of neighborhoods to see themselves as a community; to generate a sense of ownership, and to learn to identify problems and find solutions together.

The neighborhood as the entry for emergency response interventions could be applied to responses to normal development situations. The NVS capacity development objective, through the training given to NVs has shown that it is possible, in a very short time, to impart knowledge and skills to groups of different levels of education and experience.

The fact that these people were trained with their community or neighborhood in mind, may have contributed to their willingness and ability to learn very quickly.

The NVS has developed a large pool of people now skilled in key areas of problem identification, conflict resolution, reconciliation and peace building. Many of the NVs have emerged as real leaders. They provide a major resource in the continuing search for genuine peace in Kenya. The NVS has demonstrated the capacity of the United Nations System to act quickly in emergencies, beyond its usual humanitarian response with food, health and non food items.

7. RECOMMENDATIONS

The experience of the Neighborhood Volunteer Scheme is one of success. As such, there is a desire on the ground that it should continue and be scaled up to cover parts of the country that have not benefitted from it. At the same time, concerns have been raised regarding its sustainability and a wish for its potential to enrich nationwide efforts for peace building as the whole country tries to recover fully from the effects of the post election violence.

The following recommendations, therefore, take into account the need to sustain the NVS services especially in the 11 districts, while at the same time the project is modified to feed into the larger peace building effort.

7.1. Recommendations for the transition

The following recommendations are made to provide a smooth migration of the project from the NVS in its current form to becoming part of the larger national peace building programme:

- i.** Extend the NVS in the 11 districts up to the end of 2009 to allow time for a smooth transition;
- ii.** Undertake community scans or assessments based on the proposed coverage of the National Peace Building Programme to identify: specific community needs, causes of conflict, productive activities opportunities, specific issues concerning the youth, and potential training institutions;

- iii.** Consolidate and re-orient the on-going training in the districts to embrace new issues identified and additional perspectives to peace building, including such topics as Diversity, Wealth Creation and Wealth Management, Self Reliance, Peace Consolidation etc;
- iv.** Gradually introduce in the training and work of the NVs, responses to the root causes of the violence;
- v.** Initiate partnerships for the project with among others, the following;
 - a) The Ministry of Youth Affairs to address youth unemployment, post violence issues and support for the new GOK programme, ‘Kazi kwa Vijana’;
 - b) The Ministry of Gender and Children’s Affairs to initiate the process for a National Policy on Volunteerism and consolidate gains and expand the lessons learned on the importance of gender balance in service delivery;
 - c) Development organizations to ensure better coordinated interventions in peace building; and
 - d) Training institutions that deliver services at the community level to take on the responsibility of delivering the training programme to the NVs, Provincial Administration officials, UNV District Coordinators, and political leaders including members of parliament and civic representatives;
- vi.** Initiate the process for the development and launching of a National Volunteer Policy;
- vii.** Institutionalize the link between the DPCs, UNV District Coordinators and NVs as part of the transition to their integration into the National Peace Building Programme;
- viii.** Promote the experiences and benefits of the NVS as part of a strategy to mobilize additional support for the programme through:
 - a) An assessment of the capacities developed among the NVs and UNV District Coordinators by the project in order to utilize them more widely for other development challenges facing the country; and to guide United Nations Volunteers in future categorization of volunteers engaged by the UN;
 - b) Documentation of the experience of the NVS in order to share the Lessons Learned for application in other development initiatives in the larger peace building efforts both in and outside of Kenya;

- c) Organization of well planned presentations of the NVS Review findings and redesigned project to strategic groups of donors.

7.2. Recommendations for issues to be taken into account in the redesign of the NVS project

It is recommended that the skills, capacities and experience of the NVS be fed into the broader national effort for peace building. It is anticipated that this will help in scaling up the NVS, while at the same time enriching the national Peace Building Programme with the innovative approach of the NVS. In making the migration from the NVS to the national Peace Building Programme, it is recommended that the following issues are taken into account:

i) The neighborhood as the entry for development

The concept of the residential neighborhood should continue to be the focus of interventions with neighborhood volunteers continuing to work within their neighborhoods on behalf of the District Peace Committees;

ii) Content of the Peace Building Programme

In order to fully achieve peace, there will be need to broaden the scope of the programme to address, at the neighborhood level, what have been identified as the root causes of the post election violence, including; youth idleness, unemployment, divisive politics, inequalities, poverty etc;

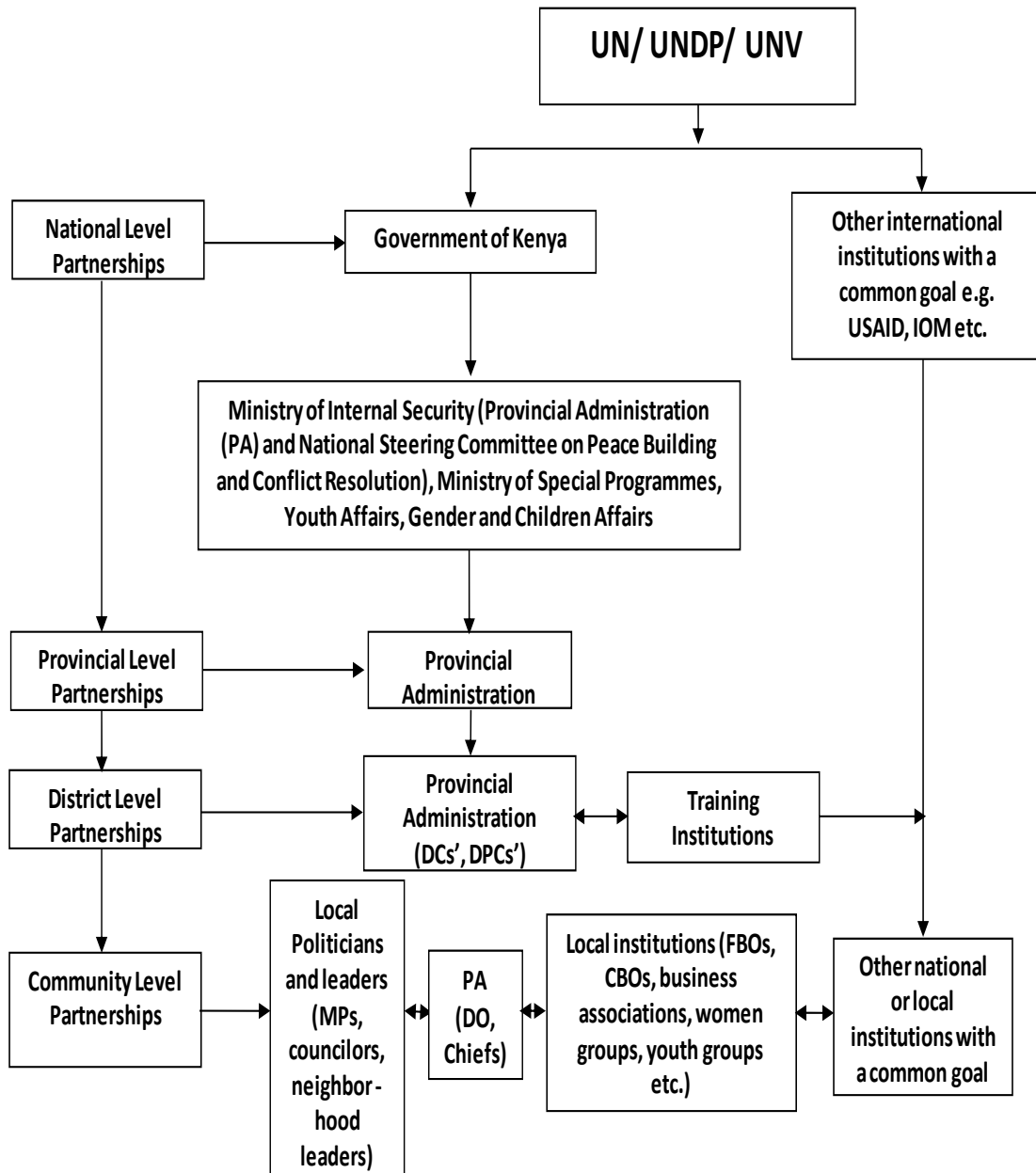
iii) Training

Consolidate and strengthen the training programme to incorporate modules that address the root causes of differences among communities and violence; and extend the training in peace building to local government authorities, and political leadership in the districts. Also, identify suitable training institutions at the district level that could take on the training responsibility for the project;

iv) Partnerships

Incorporate selected organizations and institutions on the ground at the national, provincial, district and community levels for partnership in the implementation of the Peace Building Programme, to ensure a coordinated approach. This should aim at reducing the multiplicity of organizations claiming to be implementing peace building programmes without much impact;

Figure 1: Proposed Partnership Structure



Source: Primary and secondary data from the participatory project review

v) Need to invest in peace

Ensure that there is genuine focus on restoring peace in Kenya. In this regard, there should be provision made by all involved for appropriate structures, adequate funding and capacity for the programme;

vi) National ownership for sustainability

Emphasis should be placed on the role of the GOK and in strengthening its capacity in the National Peace Building Programme, which the re-designed NVS will support.

vii) Implementation structure

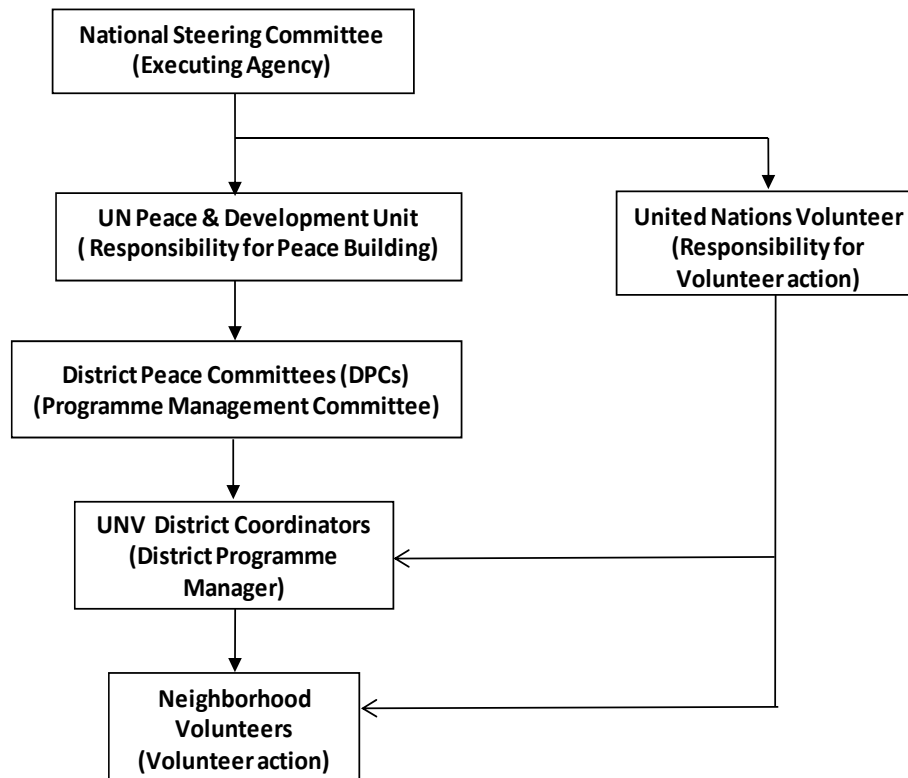
The following structure is recommended to build on the experience of the NVS and existing structures on the ground:

- **Project Execution:** The National Steering Committee (NSC) for Peace Building should become the Executing Agency for the programme within a National Execution (NEX) modality;
- **District Peace Committees:** DPCs should serve as implementation Management Committees in their districts on peace building to ensure coordinated effort by the various groups providing support to peace building;
- **UNV District Coordinators:** The Coordinators at the district level should take on the role of Managers of the Peace Building Programme at the district level, with a matrix reporting structure to the DPCs, and serving as Secretary to the DPCs; and a line to the Executing Agency and Government partner; and also play a coordinating role in linking the DPCs and NVs;
- **Neighborhood Volunteers:** The NVs should continue to be recruited from their neighborhoods to identify community problems; deliver training, counseling, and emergency response; provide advice on self development etc, including the search for local solutions to problems; and liaise with authorities and development partners in the delivery of services at the neighborhood level;
- **Provincial Administration:** PA should continue to provide security and oversight over the communities.

viii) Role of the United Nations

The United Nations, within the context of its UN Development Assistance Framework (UNDAF) should provide support to the programme through the Peace and Development Unit located in UNDP, which should have overall responsibility for UN support to the Peace Building Programme; while the United Nations Volunteers should have responsibility for support to the selection, training and management of the volunteers in the Programme.

Figure 2: Proposed Implementation Structure



Source: Primary and secondary data from the participatory project review

ix) Allowances for NVs

Volunteers should be given some form of allowance as other project volunteers get in order to make sure that they are able to devote time to the project. Payment of an allowance, as opposed to a technical salary will be cost effective as is the normal practice in volunteer work in most development situations. Given the gravity and urgency of restoring peace in Kenya, it is important to make the necessary investment into peace building.