



STANDARD OPERATING PROCEDURES FOR MULTI-SECTORAL COORDINATION AND COLLABORATION FORUMS ON PEACE AND SECURITY FORUMS

I.0 INTRODUCTION

In light of the pressing challenges our country faces concerning peace and security, conflicts, and national cohesion, it has become imperative to adopt a collaborative approach. To this end, the Ministry of Interior and National Administration issued a circular dated 25th July 2024 recommending the establishment of Regional, County, and Sub-County Multi-Sectoral Coordination and Collaboration Forums on Peace and Security in Kenya. These forums will serve as inclusive platforms for coordination and collaboration among various stakeholders, including both state and non-state actors on matters peace and security in Kenya.

The objective of these forums is to enhance our collective capacity to address the underlying issues affecting peace and security in our communities. By fostering collaboration, knowledge and experience sharing, and developing sustainable solutions, the forums are intended to mitigate conflicts and promote social cohesion across Kenya.

I.1 PURPOSE

The establishment of Regional, County, and Sub-County Multi-Sectoral Coordination and Collaboration Forums on Peace and Security represents a crucial step in addressing the multifaceted challenges our country faces. To ensure the effective operationalization of these forums, comprehensive Standard Operating Procedures (SOPs) is essential for the following reasons:

- **Clarity and Consistency:** This SOPs provide clear guidelines on roles, responsibilities, and processes, ensuring that all stakeholders understand their contributions. This clarity fosters consistency in actions and decisions across various forums.
- **Enhanced Coordination:** By outlining specific procedures for communication and collaboration, this SOPs facilitate better coordination among state and non-state actors. This alignment is vital for promoting effective dialogue and addressing peace and security issues in a timely manner.
- **Efficient Conflict Resolution:** This SOPs define protocols for identifying, reporting, and addressing potential conflicts and grievances and prevent disputes from escalating and promote swift resolutions.



I.1 Rationale for Establishing Multi-Sectoral Coordination and Collaboration Forums

- **Promoting peace and security:** Foster dialogue and collaboration among different sectors such as government agencies, non-state actors, civil society organizations, community leaders and partners to promote peace and security.
- **Conflict Prevention and Resolution:** Identify potential sources of conflict, addressing grievances, and working towards resolving disputes before they escalate into violence.
- **Enhance Communication and Information Sharing:** Exchange ideas, and coordination efforts to address emerging issues and challenges related to peace and security.
- **Building Trust and Social Cohesion:** Promote interactions and collaboration among diverse stakeholders, to build trust, understanding and social cohesion within communities, thereby reducing the likelihood of conflicts.
- **Creating sustainable solutions:** Facilitate the development of comprehensive and sustainable solutions to complex challenges by leveraging the expertise and resources of different sectors.

I.3 Guiding Principles

The guiding principle are:

- **Inclusivity**
 - Broad stakeholder engagement** – ensure participation from all sectors, including marginalized groups, women, youth, people with disabilities, and local communities.
 - Equal voice** – provide all participants with equal opportunities to contribute, fostering a culture of shared ownership and responsibility.
- **Transparency and Accountability**
 - Open communication** – establish clear channels for communication and decision-making to build trust among participants.
 - Responsibility** – ensure that all stakeholders are accountable for their actions and commitments.
- **Collaboration and Partnership**
 - Integrated approaches** – encourage collaboration across sectors, i.e. government, private sector, civil society, and other stakeholders, for holistic and sustainable solutions.



Resource sharing – leverage resources, expertise, and capacities from multiple sectors for efficient and effective responses.

- **Conflict Sensitivity**

Do No Harm – ensure that initiatives consider local contexts and dynamics to avoid exacerbating tensions or conflicts.

Cultural sensitivity – respect and incorporate local traditions, values, and social norms in discussions and interventions.

- **Gender Mainstreaming and Human Rights**

Promote human rights – ensure that all peace and security efforts are grounded in international human rights norms and principles.

Gender sensitivity – integrate gender perspectives into all discussions and actions, ensuring that women’s voices and gender-specific concerns are addressed.

- **Local Ownership and Leadership**

Empower local actors – prioritize local leadership in peace and security efforts to ensure long-term sustainability.

Context-specific solutions – tailor approaches to the unique needs and contexts of specific regions and communities.

- **Peacebuilding and Development Nexus**

Link development to peace – recognize the interconnectedness of peace, security, and development, ensuring that economic, social, and environmental factors are integrated into security discussions.

Address root causes – focus on addressing the root causes of conflict, such as marginalization, inequality, and governance issues, through development-oriented interventions.

- **Prevention and Early Warning**

Proactive measures – focus on preventing conflict through early warning systems, dialogue, and mediation rather than reactive responses.

Data-driven approaches – use data and evidence to inform decisions, monitor developments, and evaluate the effectiveness of initiatives.

- **Adaptability and Flexibility**

Evolving strategies – be prepared to adapt to changing circumstances and contexts, conflict dynamics, and new information.

Innovative solutions – encourage innovation and creative problem-solving to address emerging challenges in peace and security.



- **Sustainability and long-term commitment**

Focus on resilience – develop strategies that build long-term peace and security, focusing on resilience to future shocks, including economic, environmental, political and social factors.

Continuous Engagement – promote sustained dialogue and engagement to ensure lasting peace and security, even after crises are resolved.

I.4 OBJECTIVES OF THE MULTI-SECTORAL COORDINATION AND COLLABORATION FORUMS

- a) Promote peace and security by fostering dialogue and cooperation for conflict prevention and resolution.
- b) Coordination across sectors through facilitating information sharing, mutual support, and the harmonization of efforts among various sectors.
- c) Capacity building of stakeholders in peace and security for effectiveness.
- d) Monitoring and evaluation mechanisms established for continuous assessment of progress and impact.

2.0 Structure and membership of the multi-sectoral coordination and collaboration forums

a) The Chair and Co-Chair of the Multi-Sectoral Forum

The MSF shall be chaired by the County Commissioner or their representative and the responsible County Executive Committee Member or their representative. The Co- Chair shall be drawn from the non-state actors and shall be nominated during the first sitting of the MSF. The responsible County Executive Committee member shall be the link between the MSF and the County Government, while the County Commissioner will be the link to the national Government. The County Commissioner's office shall be the secretariat of the MSF.

The Chairperson shall moderate discussions, ensure that the agenda is followed, and make decisions based on meeting deliberations.

b) Focal Points

There shall be focal points representing the different sectors and/or stakeholders' groups as may be determined from time to time by the MSF plenary meetings. However, at minimum the focal points will specifically represent youth, children, older members of society, persons with disability, women, minority, and marginalized groups. Participating organizations or stakeholders (including the private sector) will identify and nominate focal points.



c) Technical Committees

For effective operationalization of the forums, there shall be technical committees headed by forum members with knowledge and expertise on the following areas:

- Peace Building and Conflict Management
- Violence Prevention
- Youth Peace and Security
- Women, Peace, and Security
- Governance and Human Rights
- Climate Change and Conflict

d) Membership of the Multi-Sectoral Forum

Membership will be drawn from the range of stakeholders working on peace and security to ensure diverse perspectives and resources are brought to bear on peace and security issues in the respective locality. The categories of stakeholders whom membership of the MSF shall be drawn include but is not limited to the following:

Security and Intelligence Committees	Local peace and security committees
National Government Departments and Agencies	Elders
Independent Offices and Commissions	Business and Private sector
County Governments	Boda Boda Operators
Organized Youth-led Groups	Matatu Operators
Relevant Civil Society Organizations	Media Organizations
Relevant Community-based Organizations	Opinion Leaders
Transport Sector	Women-led Organizations
Research-based Institutions	Social Media Influencers
Faith-based Groups	Special Interest Groups including Persons with Disabilities
University and/or Technical Training Institutes and Professional Associations	Any other entity that may be deemed relevant



3.SCOPE OF WORK FOR THE MULTI-SECTORAL COORDINATION AND COLLABORATION FORUMS

- a) Hold meetings as provided in this Standard Operating Procedures or as may be additionally determined by the MSF.
- b) Collaboratively develop an Annual Work Plan. The Work Plan shall be cross referenced with the National and County Government Work Plans to ensure synergies are drawn on common and strategic interventions such as celebration of international and national days. It is recommended that each MSF establishes a voluntary Sub-Committee to spearhead the implementation of the Annual Work Plan. The Annual Work Plan must at minimum address matters affecting the special interest groups or specific groups such as children, youth, women, older members of society, PWDs, minority and marginalized groups.
- c) Prepare and consolidate priorities on matters relating to peace and security within the area of operation.
- d) Monitor and assess potential conflicts or emerging threats to peace.
- e) Establish early warning mechanisms to detect signs of conflict and recommend preventative measures.
- f) Respond promptly to security incidents or emerging crises through coordinated action plans.
- g) Coordinate the delivery of humanitarian assistance in times of crisis, ensuring that security measures are in place to protect both aid workers and recipients.
- h) Coordinate the preparation of briefs on all matters relating to peace and security within the area of operation.
- i) Assemble best practice, guides, training manuals and other resources for sharing with membership of MSF and other actors in the Region, County/Sub-County.
- j) Documentation of the major achievements, lessons learned, challenges and recommendations to the National and County Government
- k) Facilitate linkages between existing working groups and various sectors including government agencies, civil society, international bodies at the National, Regional, County/Sub-County levels around issues of peace and security.
- l) Ensure that multi-sectoral perspectives (e.g., health, gender, education, justice, etc.) are integrated into peace and security plans.
- m) Inform legislative arms of any matter of peace and security that may require policy, legislation, or intensified oversight.
- n) Facilitate collaborative problem solving and strategic decision making on way forward on all matters of peace and security.



- o) Facilitate technical assistance and guidance as needed.
- p) Where possible facilitate provision of resources to undertake critical studies or assessments needed to develop appropriate strategies.

The main responsibilities of the Chairs and Co-chairs of the MSF are to:

- a) Facilitate linkages, communication, and collaboration between various sectors, including government agencies, civil society organizations, international bodies, and local communities.
- b) Convene meetings, chair, and keep minutes from the meetings. The Chair shall ensure that the minutes are shared with the MSF membership in a timely manner as well as follow up on the action points in the minutes.
- c) Ensure close and effective collaboration with leadership of other working groups by promoting partnerships among key actors.
- d) Promote inter-agency coordination to enhance the collective effectiveness of peace and security efforts.
- e) Encourage MSF members to report on their achievements and challenges and develop common priorities for effective service delivery.
- f) Ensure key initiatives from MSF are highlighted and shared through briefing notes and other updates.
- g) Identify the capacity building needs of institutions involved in matters of peace and security.
- h) Support MSF members conduct joint trainings and awareness sessions, share resources and information, and forge strong partnership among themselves with a view to finding lasting solutions to technical issues on peace and security.
- i) Ensure that all MSF members sign a code of conduct and adhere to the requirements therein.
- j) Support resource mobilization efforts for joint activities by MSF and implementation of Annual Work Plans.

4.0 RESPONSIBILITIES OF THE MULTI-SECTORAL COORDINATION AND COLLABORATION FORUM MEMBERS

The responsibilities of the members of the MSF are to:

- a) Coordinate planning with all members to avoid duplication of efforts and address gaps resulting from coverage, and/or deficiency in programming.
- b) Attend meetings regularly and report on their activities, challenges encountered, and lessons learnt.



- c) Share information on conflict trends, security risks, and potential threats to ensure timely responses.
- d) Contribute to the development and implementation of policies and strategies related to peace and security.
- e) Track and assess the impact of peace and security interventions to ensure effectiveness.
- f) Regularly review and report on the progress of initiatives to relevant stakeholders.
- g) Provide feedback and recommendations for improving coordination efforts.
- h) Serve as mediators or facilitators in conflict resolution processes.
- i) Support dialogue and reconciliation efforts at local, national, or regional levels.
- j) Promote peaceful negotiations and the implementation of agreements between conflicting parties.
- k) Contribute to resource mobilization efforts including availing resources from individual organizations for joint interventions.

6.0 MEETING PROCEDURES

- **Frequency of Meetings:** The MSF will convene a meeting of members at least once every quarter. Members will agree on the most convenient date for the meetings to be convened.
- **Agenda Setting:** The Chair of the MSF will share the agenda of the meeting five days prior. Members are at liberty to recommend additions to the agenda shared within the five days. Members will also recommend topics to be prioritized for discussion and these will be considered for approval by the Chair during the meeting.
- **Documentation and Reporting:** The Chair will ensure that minutes, action points, and decisions are documented and shared with all members after conclusion of the meeting.
- **Communication Channels:** MSF communication will be delivered using email lists shared by the members. Online forums will also be used to share information and/or to hold meetings/sessions where appropriate.

5. CONFLICT RESOLUTION MECHANISMS

Conflict resolution mechanisms are essential for addressing disagreements or disputes that may arise among forum members or between external stakeholders. The mechanisms aim to resolve conflicts in a structured, collaborative, and peaceful manner to ensure the smooth functioning of the forum and its objectives. The mechanisms available to the MSF members are:



- **Open Communication:** The Chair shall facilitate regular open dialogue sessions where members can express concerns, disagreements, or differing viewpoints in a respectful and constructive manner.
- **Problem-solving approach:** The Chair shall encourage collaborative discussions where members work together to identify the problem and propose solutions that benefit all parties.
- **Mediation:** The Chair may nominate a neutral third-party mediator from within or outside the Forum to facilitate dialogue between conflicting parties. The name of the proposed mediator will be presented to the MSF members will either accept or reject the nominee by consensus. If the members reject a nominee, then the Chair will nominate someone else, and the process will continue until a nominee acceptable to the members is identified.
- **Escalation Pathways:** The MSF shall develop an escalation process where unresolved conflicts at one level can be referred to higher levels. This may involve escalating from informal negotiations to arbitration where necessary.
- **Accountability Mechanisms:** The MSF shall establish procedures for addressing non-compliance with forum decisions or misconduct by members.

6. INFORMATION SHARING AND COORDINATION

- **Data Sharing Protocols:** The MSF shall recommend and create guidelines for sharing sensitive information, ensuring confidentiality and data protection where necessary, if such guidelines are not in existence. The MSF will however adopt the guidelines that may be in existence upon reaching a consensus amongst the members.
- **Joint Initiatives:** Members of the sectors represented within the MSF shall collaborate on joint peace and security initiatives. This collaboration shall include agreeing on the roles of each member, funding, and timelines for implementation of the initiatives.
- **Reporting Frameworks:** The MSF members shall agree on a standardized reporting framework to capture information on initiatives and activities implemented and results, for presentation to the Forum.

7. MONITORING, EVALUATION, AND LEARNING

Monitoring and evaluation shall be undertaken quarterly, and it shall enable the MSF to assess the impact of the implementation of the peace and security initiatives, and to determine areas where more input is needed to achieve the set-out objectives.



The MSF shall agree on Key Performance Indicators (KPIs) for measuring the effectiveness of the forum's peace and security efforts. Further, the MSF shall create a mechanism to capture lessons learned from past initiatives and incorporate them into future activities.

The monitoring and evaluation must include both qualitative and quantitative data for a meaningful analysis of the impact on conflict context in the area of operation. The data must also be presented and analyzed in a sex-disaggregated manner. Where appropriate, the reports shall be made public and shared with stakeholders.

8. TRAINING AND CAPACITY BUILDING

The Chair may direct the secretariat to conduct periodic capacity needs assessments to identify the training needs of forum members. Training Programmes will thereafter be developed by the secretariat on topical issues that impact peace and security. Capacity building will include but is not limited to peer learning where sharing of best practices and experiences among sectors, will be facilitated.

9. RISK MANAGEMENT

- **Risk Identification:** The MSF shall identify the types of risks the forum may face. This may include, but is not limited to, political interference, security threats, or resource limitations. Identification of risks may vary from context to context.
- **Mitigation Strategies:** Once the risks are identified and documented, the MSF shall develop strategies to mitigate identified risks, including contingency planning for disruptions in peace and security efforts.
- **Crisis Response Mechanism:** the MSF shall establish protocols for rapid response to emerging security threats or crises, in instances where they do not exist. The MSF will be guided by the EWER indicators that will be complemented by other indicators developed by members within their organizations and institutions.

10. FINANCIAL AND LOGISTICAL SUPPORT

- **Funding Mechanisms:** The MSF shall be funded through government support, donor support (including through civil society organizations) and community support.
- **Resource Allocation:** The MSF shall recommend and contribute to the development of a framework for distributing resources (e.g., funds, personnel, equipment) for peace and security initiatives ensuring accountability, trust, and effectiveness.



- **Logistics:** The MSF shall outline procedures for managing logistics for meetings, including venues, transportation, and security.

II. AMENDMENTS AND UPDATES

The SOPs shall be reviewed every three years. The SOPs may be reviewed sooner if it is deemed necessary to ensure they remain relevant and up to date.

12. ANNEXES

- **Contact Lists:** Include a contact list of all relevant members and stakeholders.
- **Glossary:** Technical terms or acronyms used within the SOP.
- **Legal and Policy References:** Include any relevant national or international documents that inform the SOPs.