

**THE KENYAN CIVIL SOCIETY STRENGTHENING PROGRAM
STANDARD OPERATING PROCEDURES FOR SUPPORT TO CONFLICT
EARLY WARNING AND RESPONSE through the Targets of Opportunity
mechanism**

What is Target of Opportunity (TOO)?

Is a flexible grant mechanism available to peace actors to facilitate conflict early warning and response.

What is the Assumption?

TOO is based on the premise that; fragile conflict situations need assistance that is not only fast but flexible enough to take advantage of windows of opportunity to respond to changing environments at the local level.

What are the funding bands?

The pool has two funding windows; first is immediate support for activities under Scope of Activities (SoA) 1, which will be disbursed within 72 hours of receipt of application to a maximum of USD 6000. Second is rapid support for SoA 2 – 5, to be expended not more than 14 days after receipt of application to a maximum of USD 20,000. Funding under TOO can manage a turnaround of 3 – 60 days from approval to implementation. Requests will however be awarded according to the scale of the crisis and or availability of resources.

The Scope of Activities (SoA) is as follows;

- **SoA 1: Adhoc dialogues and/forums** to prevent and manage conflict to be facilitated by pact or through a consultant or sub-grantee
- **SoA 2: Procurement of services or commodities** to facilitate stabilization and conflict prevention activities
- **SoA 3: Support for media and outreach activities** that will reduce escalation of tension and political instability
- **SoA 4:** Activities that will **rapidly assess and monitor** potentially de-stabilizing events
- **SoA 5:** Any Activities that will **effectively address and help reduce a crisis related to social unrest and political instability**

What is the Implementation process?

TOO initiatives will be supported within 72 hours for SoA 1 activities and 14 days for SoA 2 – 5 activities. In both cases, implementation should begin not more than 48 hours after receipt of funds. Conflict sensitivity and participatory approaches will be at the core of TOO activities and will apply the project implementation cycle as outlined below.

Requests for Support: The TOO Management team will receive unsolicited requests from District Peace Committees (DPC), civil society organizations (CSO) and community groups who are based in the conflict affected areas. In cases where unforeseen events could result in imminent risk to

communities, then the management team has the option of soliciting requests from organizations within or without the conflict-affected areas.

Activity identification: The Project staff will assist the requesting organizations in defining the operational interventions required to address conflict related problems to ensure their appropriateness. A programme assistant and a finance assistant will boost the technical pool by supporting implementation at field level. The Programme Officer will provide oversight, and work closely with the PBCM Program Manager to ensure that proposals deemed feasible and relevant to the intended outcomes are supported.

Project approval: ACT Technical team review, the PACT Chief of Party and USAID governance Advisor will approve TOO requests to a maximum of USD 20,000 *Implementation:* all supported activities should be executed 48 hours after approval.

TOO initiatives will tap into partner organization strengths for implementation, monitoring and reporting. To ensure quality, effectiveness and financial management, the Project and Grants Officers will provide close mentoring during implementation. Where support is accorded to DPCs, TOO will utilize the wide network of NSC Peace Monitors.

Activity Evaluation: the completion and closure of supported activities will be considered after a final narrative and financial report has been received.

Who will TOO work with (Partnerships)?

5. Working arrangements with community representatives, government and other CSOs will be explored to ensure fast and efficient execution of TOO supported activities on two levels. First will be partnerships with other existing rapid response facilities to scale up support to fragile situations. The second level is collaboration with partner organization during execution to beef up technical support at the local level.

6. NSC: as a national peace coordination agency it has over 20 peace monitors with the technical know-how spread out in 12 conflict hot-spot counties of Nairobi, Kisumu, Nakuru, Narok, Uasin Gishu, Bomet, Nyamira, Trans Nzoia, Migori, Bungoma, Garissa, Wajir and Mandera. Tripartite collaboration will be sought to aid in activity implementation, monitoring and reporting. Other structures which the fund could tap into are the Conflict Early Warning and Early Response Network (CEWARN) Field Monitors who can also be accessed through the NSC.

7. KCSSP Grantees: to further strengthen sustainability and monitoring as well as ensure appropriateness of response, TOO will engage where possible such partners on the ground. The TOO implementing team will endeavour to involve existing grantees in implementation and follow up.

8. *Local Administration:* engagement with the local administration is a key factor in the verification process of TOO requests. In addition, working with this group will ensure more local ownership and process buy-in from government.

What is the Procedure for Funding?

9. All requests should be sent to Pact and must use the templates provided for the TOO framework. Copies of these templates can be downloaded from the KCSSP website. These requests should fall within the range of SoA outlined above only and not long-term activities.

Procedure

1. Alerts received and verified by the KCSSP technical team in consultation with the partners in the DG and Peace sectors
2. Request received and Reviewed by and the KCSSP team in adherence to USAID policies.
3. Application forwarded to USAID Governance Advisor
4. Application rejected or approved. It is the latter, Grant signed on by Pact and grantee.
5. Implementation. Where need be, KCSSP provides in-kind support to grantee
6. Closure and reporting