

**United Nations Development Programme**  
**Country: Kenya**  
**Project Number - 00061019**



**Project Document**

<b>Project Title</b>	KEN 08/201 -Civil Society Democratic Governance Facility
<b>UNDAF Outcome:</b>	Democratic governance that fosters inclusion, accountability, transparency and social justice in the public and private sectors and civil society at all levels.”
<b>Expected CP Outcome:</b>	Gender equality, empowerment of women and realization of human rights enhanced
<b>Expected Output:</b>	Capacities of non-state actors (NSAs) and coordination strengthened to enable effective delivery of their mandates
<b>Executing Entity</b>	UNDP

**Brief Description**  
This project seeks to set up a Facility to support Civil Society activities in democratic governance. The long-term **outcomes** of the project are to enable citizens to benefit from a more accountable, just, transparent and democratic society and to support civic engagement which empowers all people to influence public policies. The project will support activities to strengthen participatory democracy, social justice, the rule of law and protection of human rights and facilitate citizens’ active engagement in development processes. Specific **outputs** include i)operational mechanisms for channelling support to civil society in the area of democratic governance established, ii)civil society engagement in national development objective reform areas and or other priority areas in the democratic governance field strengthened, iii)coordination of donor support enhanced, iv)principles of organizational good governance practices adopted and implemented by participating organizations, v)public debate and civic awareness on result areas increased, leading to a more informed and participative citizenry, including in rural and remote areas, vi) Structured dialogue between donors and civil society enhanced.

Programme period: 2008-2011	Total resources required	\$13,000, 000
Key result Area 2.1 : Support national partners to implement democratic governance practices grounded in human rights ,gender equality and anti-corruption	Total allocated resources	\$13,000, 000
Atlas Award ID 00049785	UNDP	\$400 000
Start Date June 2008	<b>Other:</b>	
End Date July 2011	Royal Netherlands Embassy	\$6 000 000
LPAC meeting date 16 April 2008	SIDA :	\$6 600 000
Management arrangements DEX	Unfunded Budget	nil
	In-kind contributions	-----

Amb. Amina C. Mohamed, PS, MOJNCCA .....*REFER TO LETTER*.....Date: *10 DECEMBER '08*

Mr. Joseph Kinyua, PS, Ministry of Finance .....*REFER TO LETTER*.....Date: *3 DECEMBER '08*

*AK Chuma 16/12/08*  
Mr. Aeneas C. Chuma, RR, UNDP Kenya.....Date:



## I SITUATION ANALYSIS

The political pillar of the Government of Kenya's (GoK) vision 2030 seeks to build "an issue-based people centered result oriented and accountable democratic political system". The government of Kenya's flagship programme on governance, the Governance, Justice, Law and Order Sector (GJLOS) complements the achievement of this objective, through focus on improved *governance, justice, law and order*, as elaborated in the GJLOS midterm strategy. However, a key challenge recognized under the GJLOS programme is the effective representation and participation of Non State Actors in this central reform programme.

Kenya has witnessed growth of vibrant and strong civil society organisations working on governance issues. They cover a wide range of areas related to governance and their coverage reaches even the remote parts of the country. Civil society organisations have achieved the capacity of gaining the attention of the government and compel it to hear its voice on various issues. However, civil society still needs to deepen its influence to a stage where it drives the identification of needs, sets policy objectives and monitors those policies for shaping the policy agenda while adequately relaying feedback and information to the constituencies that they represent. UNDP as a development partner has an important role to play in ensuring that policy voices and choices are made available to decision-makers guided by its policy of engagement with the Civil Society. Central to this function is guaranteeing that the perspectives of CSOs and other non state actors are provided the space for expression. In turn, civic engagement in policy processes and choices ensures their eventual sustainability.

Kenya has suffered serious social, political and economic devastation as a result of the electoral violence triggered by the announcement by the Electoral Commission of Kenya on the 30<sup>th</sup> December, 2007 that the incumbent President Mwai Kibaki had won a closely contested Presidential election. The violence that erupted saw over 1000 people lose their lives with hundreds of thousands of others displaced. There is however general agreement the Presidential elections announcement simply ignited a situation that has been simmering for a long time. Although the disputed results of the presidential election provided the 'trigger' for the recent violence, a number of long-standing issues with historical roots constitute the underlying causes of the prevailing social tensions, instability and cycle of violence in the country. At the root of these include inefficient and dysfunctional institutions of governance and ineffective and outdated laws and policies.

Although widespread political violence ended with the signing of the Peace Accord creating a Grand Coalition Government, the need for a strong, well funded, vibrant and independent Civil society to act as watch dog for the Government to forestall any further violations of the rights of individuals is even more necessary. Civil society further needs to be enabled to respond to the pressing community needs for human rights protection through provision of services while at the same time strengthening capacity of individuals at the community level to deal with emergent rights violations as well as to continue holding the government accountable for the realization of the rights of individuals.

A major constraint to increasing civil society capacity to sustain work on democratic governance is lack of access to sustainable sources of funding. Many civil society organisations struggle to



mobilise resources. Only a few are well funded. Newer organisations and those based outside of the capital city often struggle to access donor funding and spend large amounts of time and resources in this pursuit.

Donors and other stakeholders in the Kenyan governance sector recognise the need to reinforce the advocacy, watchdog and counter-balancing roles of civil society and the private sector in relation to the deepening of democracy and governance reforms in Kenya. Development partners have recently moved towards increased coordination of their support to Kenyan non state actors in the governance arena. However the support has tended to be around specific and often narrowly defined programmes, which have led to a proliferation of baskets – each with high transaction costs and the establishment of several separate and un-coordinated Programme Management Units (PMUs). This has limited the contribution to achievement of national objectives as expressed in development blueprints such as the ERS and now the Vision 2030. Additionally this support has not particularly aligned to broader strategic harmonization principles on aid effectiveness outlined in the Paris and Rome declarations.

The demand for a Civil Society Democratic Governance Facility (hereinafter referred to as the “Facility”) has been confirmed through various discussions with CSOs themselves and with the development fraternity. Such a Facility will be supported by a number of development partners. High levels of mistrust and tension between government and civil society have precluded a more integrated Facility, such as the intended GJLOS NSA Support Facility, which was derailed when civil society withdrew their support over apparent fears of being under ‘government control’

## **II STRATEGY**

The aim of this project is to set up a Civil Society Democratic Governance Facility which will provide mechanisms for channeling support to civil society in the areas of democratic governance and key reforms. The Facility will support civil society to strengthen and fulfill their role in deepening democracy and achieving inclusive, citizen-led development in an accountable, coherent, results-oriented and responsive manner. This would enable citizens to benefit politically, socially and economically from a more accountable, just, transparent and democratic society that upholds the respect for human rights and freedoms.

The project is in line with the Focus Area 2 of the UNDP Strategic Plan 2008-2011, on Democratic Governance, key result area 2.1, seeking to foster inclusive participation by empowering the poor, women, youth, indigenous people, and other marginalized groups through expanding the core channels of civic engagement at the national regional and local levels

The establishment of the Facility will provide support to CSOs’ work in Kenya .This will result in deepening the impact of their interventions at national, regional and local levels. The Facility will foster monitoring and evaluation of results and enable wider participation of CSOs at all levels.

### **Project Objectives**

#### **Overall objectives**

- To enable citizens to benefit politically, socially and economically from a more accountable, just, transparent and democratic society that upholds the respect for human rights and fundamental freedoms.



- To support civic engagement, which empowers all people to influence public policies, through their civil society organisations at all levels.

#### Specific objectives

- (i) Strengthen participatory democracy, social justice, the rule of law and protection of human rights,
- (ii) Increase organisations' internal good governance practices (against established benchmarks and as part of the capacity strengthening)
- (iii) Promote and facilitate citizens' active engagement in development processes and their capacity to take action
- (iv) Transmit citizens' concerns and ideas to local governance institutions and elected parliamentarians, appropriate parliamentary committees, committee staff and reform institutions, and
- (v) Enhance two-way communication flows between rural and remote areas/actors and national development processes.

#### Project scope

The Facility is entirely independent from any government-led reform programme. Initially it will focus on the 5 priority reform areas of the GJLOS programme namely;

- Governance reforms
- Human rights reforms
- Justice reforms
- Law and order reforms
- Reform oriented capacity building

#### Funding methods

The Facility will operate mainly as a challenge fund based on successive Calls for Proposals. The Calls will reflect different key result areas of the GJLOS programme and other areas as maybe advised by its stakeholders. In order to strengthen civil society response to the post election crisis the first call for proposals will focus on the post election crisis. The facility will operate the following funding windows:

##### i) Core funding

Grant making will mainly be in the form of long term core and programme funding to strengthen organizations. Funding will be for a period of up to three years. To be eligible for support, all applying organisations need to demonstrate *experience* in the focus area of the proposal and demonstrate capacity to manage core funds.

##### ii) Project Funding

To enable reach to organizations operating at grassroots level and other smaller CSOs, the Facility will have a window for project funding which will give smaller grants. Organizations applying under this window will be offered technical support to prepare their proposals where found necessary.

##### iii) Innovations Fund

A third window will support innovations. These will be run on an annual awards basis with a specific call for innovations. The innovations awards are meant to encourage new ways of



delivering democratic governance programmes as well as encourage new organisations to come up.

#### iv) Emerging issues fund

The Facility will operate a fourth responsive grant window to enable civil society to respond rapidly to emerging issues that may not have been reasonably expected at the time of the calls for proposals. This part of the Facility will be ongoing and special calls for proposals will be made as and when needed. The recent post election crisis makes the need for such a responsive window more evident. For 2008 the Facility will focus on supporting civil society's contribution to the national dialogue and reconciliation process. In particular it will support civil society input into the various commissions that have been set up as well as community based peace building initiatives.

### **Other functions**

#### v) Capacity development

A major feature of the Facility will be capacity development. Ten percent of each donor's contribution will go towards capacity building. CSOs selected for funding will undergo a capacity assessment. The findings of the capacity assessment will determine the support provided to the organisations either before disbursement of funds should this be necessary or after the disbursement. Capacity strengthening for CSOs will also include aligning internal systems and development of planning and monitoring tools for technical and financial management. Furthermore, capacity building will include support to organisations' internal review and/or development of organisational strategic plans, tailored coaching in relation to adopting a rights-based framework and skills in relation to networking, coalition-building and information sharing, especially for rural constituents. Capacity building initiatives will also include work on establishing minimum standards for good organisational governance practices in participating organisations.

#### vi) Learning platforms

The Facility will provide platforms of engagement and learning that is directly targeted to national development priorities. Regular learning platforms for key result areas and an annual CSO democratic governance week for sharing of methodologies, lessons and best practice will be hosted. It will encourage and support networking and collaboration between organisations, and establish institutional links to existing civil society self-regulatory, coordination and networking fora for strategic direction. This will contribute to long-term sustainability and Kenyan ownership of the democratic governance agenda.

#### vii) Creating synergies

The Facility will enable synergies between processes such as the African Peer Review Mechanism (APRM), which addresses the areas of democratic governance, national economic governance and management, corporate governance and socio-economic development, and the areas covered under GJLOS. It will provide for institutionalised dialogue and coordination opportunities with donors and the GoK as well as other stakeholders thereby contributing towards structured engagement and dialogue between duty bearers and right holders.

The Facility will create coherence amongst development partners and provide broader strategic harmonization along the principles on aid effectiveness outlined in the Paris Agenda, thus



contributing directly to the Paris and Rome Declarations on Harmonization, Coordination and Alignment. This would ultimately lead to:

- Citizens benefiting politically, socially and economically through a more accountable, equal, transparent and democratic society that upholds the respect for human rights and fundamental freedoms;
- Civil society organizations practicing and promoting good democratic governance, thereby contributing to the deepening of democracy and inclusive citizen-led development in a coherent, results-oriented, and responsive manner

### **Deliverables/Outputs**

Specific deliverables are;

- Operational mechanisms for channeling support to civil society in the area of democratic governance established,
- Civil society engagement in national development objective / reform area, or other priority areas in the democratic governance field is strengthened,
- Coordination of donor support enhanced,
- Principles of organizational good governance practices adopted and implemented by participating organizations,
- Public debate and civic awareness on result areas increased, leading to demand-side reform involvement from a more informed and participative citizenry, including rural and remote areas,
- Structured dialogue between donors and civil society and contribution to national development objectives.

### **Contribution to sustainability**

The Facility will contribute to the sustainability and self-reliance of the sector by:

- Reducing the number of short-term baskets (which are sometimes competing and/or overlapping in nature), minimising potential funding gaps and supporting the “programmatic logic” of democratic governance through long-term and overlapping Calls for Proposals/ funding cycles,
- Ensuring more coherent and less divisive donor support to the sector through transparent information sharing and selection processes and through established links with other ongoing CSO support programmes,
- Harmonising reporting and M&E tools to ease the administrative burden on CSOs,
- reduce transaction costs (through streamlining of PMUs) for administering support to the sector, thereby leaving more funding for actual implementation and for capacity building,
- Setting up a benchmarking system for good organisational governance practices that will be used to build capacities rather than to exclude weaker organisations from support,
- Allowing for funding of parts of organisations’ strategic plans and regular operational costs (rather than additional project staff) as long as they relate to priority areas of the Calls and targeted national development objectives,
- Providing technical advice and strategic leadership based on a sustainable institutional memory.
- Facilitating strengthening of networks for structured participation in governance and other reforms



- Ensuring wide geographic coverage of supported activities with special efforts to inform and involve actors in rural and remote areas and grassroots institutions (CBOs, FBOs and others).
- Supporting a multitude of approaches for each key objective (civic education, gender mainstreaming, public information, lobbying & advocacy, media campaigns etc.) and encourage innovation by emphasising it in appraisal criteria, through regular learning platforms, and through the innovation awards.

### **III MANAGEMENT ARRANGEMENTS**

#### **Programme management**

The Facility will be anchored in the Governance component of UNDP Kenya. A dedicated high-level Capacity Building Specialist within UNDP will have effective leadership and oversight on the Facility and provide technical guidance to the PMU.

The Facility will be managed by UNDP through a dedicated Programme Management Unit (PMU). Staffing for the initial phase will include:

- Project Manager based at the PMU,
- Programme Officer
- Programme Support Officer,
- IEC Officer
- Monitoring and Evaluation Officer.
- Programme Assistant
- Driver

The PMU will provide day-to-day management of the Facility in terms of grants management, assessment of expressions of interest and full proposals, technical advice, coordination, information sharing and M&E. It will be strategically located in order to provide easy access for CSOs and other stakeholders.

#### **Roles of the UNDP**

##### **Country office**

- Providing rigorous, transparent and efficient management of funds,
- Rapid disbursement and ensuring that payments are made in a timely manner,
- Satisfying recognised international standards of financial reports on income and expenditure of the funds,
- Supporting partnership building and resources mobilisation for the programme
- The use of UNDP's knowledge networks and potential for increased sector learning.
- Administer funds in accordance with UNDP's regulations, rules and directives.

##### **PMU**

- Management and coordination of the Facility activities
- Appraise expression of interest (EOI) and full proposals from the civil society organisations, based on the set criteria, and make recommendations to the Project Approval Committee.
- Provide technical support and advice related to the management of the Facility (institutional set-up and arrangements, progress tracking, M&E, procedures etc.)



- Provide technical support in terms of democratic governance and the strategic direction of the Facility, based on stakeholder priorities
- Assist in commissioning consultancy services when needed, and in managing ongoing consultancies and capacity building services
- Manage tailored capacity building services to organisations, and facilitate a participative process to set minimum organisational good governance standards and benchmarking for participating organisations
- Coordinate and exchange information with other ongoing related programmes and initiatives
- Regularly convene and act as secretariat for meetings of the Facility Stakeholder Reference Group
- Ensure the capturing of lessons and documentation of best practice and sharing at regular learning platforms
- Manage Calls for Proposals and liaise with the UNDP Project Approval Committee for feedback on approved applications.
- Financial management in accordance with UNDP rules and procedures

#### Project assurance

This role is delegated to a UNDP based Capacity Building Specialist and Project Manager and includes;

- Adherence to the business case (on behalf of the Executive)
- Monitor the compliance with user needs and expectations (on behalf of Senior User)
- Supplier Assurance carried out by spot-checks of deliverables and outputs
- Review of Deliverables

#### **Stakeholder Reference Group**

For strategic choices and priority setting for the Facility, a Stakeholder Reference Group (SRG) will be constituted by representatives of civil society, donors and UNDP. Civil society will be responsible for electing its own representatives. The SRG will be advisory in nature and focus on strategic issues, priority setting and in achieving sector results.

Civil society representatives on the Stakeholder Reference Group sit in their individual capacity and not as potentially benefiting organisations. The Stakeholder Reference Group will consist of technically qualified representatives according to the targeted key result areas and national development objectives.

When and where it is felt to be appropriate, government representatives may be invited to SRG meetings to discuss a particular key result area/ national development objective for the sake of transparency and information sharing. The decision to invite government will be made by the SRG.

In order to minimise potential conflicts of interest, the stakeholder reference group will be advisory in nature. This will also allow for the stakeholder reference group to focus exclusively on strategic issues, priority setting and in achieving sector results.

The composition of the Stakeholders Reference Group is as follows

The initial composition of the SRG will be as follows:



- I. Five CSO Representatives representing each of the Key Priority Areas of GJLOS Reform Programme.
- II. At least three representatives of marginalised and vulnerable groups
- III. At least four representatives of CSOS with offices outside Nairobi.
- IV. Two Representatives of Development partners
- V. One UNDP Representative

The representation to the SRG shall ensure gender balance. CSO representatives to the SRG will serve for an initial period of one year after which one third of the members shall be eligible to be replaced at the next annual CSDG week.

The chair of the SRG shall be selected by SRG members from among the CSO representatives. Such selection shall be by consensus or where there is no such consensus by a simple majority vote of members in a meeting convened for that purpose.

The Stakeholder Reference Group will specifically do the following:

- Provide advisory services and strategic guidance for the different results-focused Calls for Proposals and implementation cycles.
- Lead strategic inputs and agenda-setting in learning platforms, stakeholder dialogue opportunities and joint reviews.
- Provide strategic guidance on emerging issues that may form basis for future or supplementary calls for proposals
- Provide advice on strategic ways of engaging and dialoguing with the Government on the priority areas.

The SRG representatives shall present a report of their activities to all the stakeholders during the annual CSDG week

### **Project Approval Committee**

Funding decisions lie in the hands of UNDP's Project Approval Committee within UNDP country office. The PMU will assess applications from Calls for Proposals and make recommendations to the Project Approval Committee (PAC.)

Members of the PAC will include:

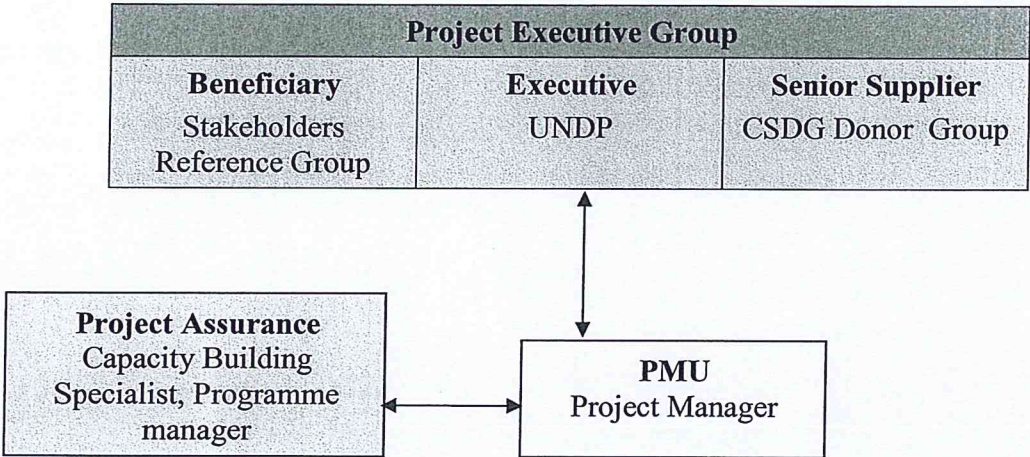
1. UNDP Country Director – Chair
2. Assistant Resident Representative of another UNDP Unit
3. UNDP head of Governance Programme
4. One representative of the donors
5. Capacity Building Specialist – Ex officio

### **CSDG Donor Group**

Development partners contributing to the Facility will form a Civil Society Democratic Governance Donor Group (CSDGDG). The group will meet bi monthly to review progress on the Facility. The CSDGDG will appoint a lead and deputy lead donor.



**Project Organization Structure**



**IV PROCUREMENT OF GOODS AND SERVICES**

The procurement of goods and services shall be undertaken on the basis of UNDP regulations relating to procurement of goods and services. The transfer and disposal of assets will be according to UNDP rules and procedures.

**V MONITORING AND EVALUATION**

The M&E framework will combine evidential/ quantitative approaches (against indicators in the overall and sub-component log frames). It will also use reflective/evocative approaches through the hosting of regular learning platforms, regular stakeholder reviews, documentation of methodology and examples of and good practice etc.

The PMU will be responsible for the overall monitoring and will have a full-time designated M&E programme officer. At the level of programme implementation, target outputs and performance indicators will be developed by the PMU. The target outputs will specifically be around the GJLOS priority and key result areas. The PMU will also develop indicators to measure the effectiveness of the CSFDG Facility systems, such as PMU performance,



responsiveness, timeliness of disbursements, CSO satisfaction and performance, added-value of donors etc. The capacity building component will also have targets to reach for setting and implementing organisational good governance standards within the participating organisations. Reaching of these benchmarks will be seen as indicators of success of the capacity building component and will not be tied to disbursements to individual organisations.

A central progress tracking system will be set up and administered by the PMU, from which a number of progress indicators will be derived to measure e.g. number of activities carried out against approved work plans, geographical areas covered, number of people reached (per target group), number of spin-off activities and community/citizen action recorded, number (and geographical location) of institutions interacting with the Facility etc. Information will be derived from PMU administration and reporting, organisations' quarterly reporting, annual and detailed quarterly work plans.

In cases where the Facility supports activities in and around a particular GJLOS reform area, efforts will be made to synchronise with the government-led reform programme so that the cumulative effects of government and civil society activities can be assessed. In the case of the first call for proposal which will focus on the post election crisis, monitoring will be based on the indicators outlined in the agreement.

In addition to results that are immediately attributable to outputs of CSO activities, a series of "bigger picture" impact indicators will be identified to determine the accumulative contribution of Facility activities to the targeted development objectives and reform processes. These indicators will be selected from national planning documents and programme plans.

Monitoring of Annual Work Plan activities will be the responsibility of the PMU and the project assurance. The mechanisms that will be used to monitor the Annual Work Plan will include:

1. Quarterly progress report, technical and financial report prepared according to UNDP procedures will be produced by the PMU and contracting CSOs
2. Quarterly review meetings convened by UNDP Country PMSU
3. Stakeholders reference group and donor group meetings
4. Annual progress report, technical and financial report prepared by the PMU at the end of the year;
5. Field visits by UNDP PMU staff
6. Bi annual joint review meetings with CSOs funded under the Facility



## VI COMMUNICATION PLAN

The key stakeholders for the project are;

- CSOs
- Participating partners
- Civil Society for Democratic Governance donor group (CSFDG-DG)
- UNDP
- Government of Kenya

### CSFDG - COMMUNICATION PLAN

Stakeholder group		Information required	Information provider	Frequency	Method
		<b>Project initiation</b>			
A	CSOs	Publication of the Facility and its TORs TORs of stakeholder forum and election/ selection procedures Guidelines for responding to calls for proposals Information on other functions of CSDG Facility e.g. learning events, CSO week etc. Support facilities for answering calls for proposals	UNDP interim PMU/Consultant	Intensive information campaign at the beginning and then specific information on the project quarterly	Face to face meetings across the country Dedicated pages on UNDP Kenya website. Mail Quarterly newsletter Minutes of stakeholder reference group meetings
	UNDP	Finalised PD JSI to donors	Project Manager	Beginning of project	Mail
	UNDP	Work plan Recruitment Funding commitments Procurement needs Progress and lessons learnt	Interim PMU/ consultant UNDP-HR office/ Procurement department Participating donors	Beginning of the project	Meetings Reports
	CSOs	LPAC Review by stakeholders	Project Manager	Beginning of project	In person and minutes of



					LPAC
		<b>Implementation phase</b>			
	SRG, CSOs	Calls for proposals	Project Manager/SRG	As necessary	National Adverts
B	PMU/Project Assurance	EOIs and proposals submitted	CSOs	After each call for proposals	Mail
	Project Assurance	Financial Reports		Quarterly	Mail
	Project Manager/Assurance	Quarterly Review Report		Quarterly	Mail / Meetings
	Project Manager	Annual Project Report		Annually	In person during the CSO week
	CSOs	Financial Disbursements	UNDP PMU	On request from CSOs	
C	UNDP	Final Review documents	Project Manager/CSOs	End of project	Mail/Meeting
	Donor Group	Bi monthly project updates	Project Manager	Bi monthly	In person
	Government of Kenya	Information on the Facility's aims and objectives and scope Relationship to Kenya's vision 2030 political pillar. Lessons learnt Progress report	UNDP Head of Programmes Participating donors	Beginning of the project	Meetings Informal discussions Project documents Newsletter Report from PMU



Annual Work Plan  
Year: 2008

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
		<p>Civil society engagement in national development objectives, in democratic governance strengthened. <b>Baseline</b> Absence of a grant making component for the Facility. <b>Target:</b> CSFDG grant making facility based on key reform priorities in place <b>Baseline</b> No m&amp;e framework for facility <b>Target</b> Develop and implement M&amp;E system</p>	<p>1)Grants disbursed to CSOs Send out calls for proposals(CFP) Support CBOs in submitting applications Organise briefings for CSOs</p>						UNDP RNE SIDA
<p>2)m&amp;e system in place Develop M&amp;E and tracking framework</p>					PMU coordinator/ programme and Procurement officer	UNDP RNE SIDA		30000	
<p>CSOs capacity for effective delivery developed: <b>Baseline:</b> absence of capacity development component for the facility. <b>Target-</b> structured capacity development</p>	<p>Capacity development plan and activities Establish benchmarks for organisations internal governance Conduct capacity assessments</p>	X	X	X	X	UNDP RNE SIDA	Meetings training workshops consultants, mentoring, printing and publishing, travel, communication	174000	
<p>Public debate and civic awareness on democratic governance enhanced <b>Baseline</b> Low participation in democratic governance issues <b>Target</b> Provide platform for wider participation in DG issues</p>	<p>Facilitate platforms for sharing knowledge and dialogue on Democratic governance issues. Facilitate participation of marginalised and vulnerable groups in DG issues Organise annual civil society democratic governance week.(CSO-DG) Commission background papers and reviews</p>					UNDP RNE SIDA	Meetings, travel, printing, consultants, advertisements, workshops	100.000	



<p>Operational mechanisms for support to civil society in the area of democratic governance established</p> <p><b>Baseline</b> Absence of DG Facility for civil society</p> <p><b>Target</b> Functional CSFDG Facility.</p> <p><b>Baseline</b> No operational structures for the facility.</p> <p><b>Target</b> Recruit programme coordinator, programme, IEC and M&amp;E officers, Implementation support officers, program assistant and driver</p>	<p>Project development and approval process established.</p> <p>i) Develop roster of consultants to review proposals</p> <p>ii) Set up and operationalising the Project Approval Committee</p> <p>iii) Organise national meeting to elect the Stakeholders Reference Group</p> <p>Establish donor group for the facility</p> <p>iv) Organise quarterly meetings of the SRG and bi-monthly meetings of the CSFDG donor group</p> <p>PMU established and staff in place</p> <p>Recruitment of staff,</p> <p>Define technical review process</p> <p>Establish office</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>ARR, PMU, Consultant</p> <p>PMU Programme officer</p> <p>UNDP</p> <p>ARR, Procurement HR,</p>	<p>UNDP RNE SIDA</p> <p>UNDP RNE SIDA</p> <p>UNDP RNE SIDA</p>	<p>733200</p> <p>Consultants, Professional staff, equipment and furniture, printing and publication, workshops, meetings, vehicle, communication, travel, advertisements</p>	<p><b>TOTAL</b></p> <p>2,116,640</p>
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## RESULTS AND RESOURCES FRAMEWORK

EXPECTED OUTPUTS	DETAILED ACTIVITIES	TARGETS AND BASELINES	INDICATORS	PARTNERS	TIME			INPUTS	AMOUNT
Civil society engagement in national development objectives, in democratic governance strengthened.	<ul style="list-style-type: none"> <li>Send out calls for proposals(CFP)</li> <li>Support CBOs in submitting applications</li> <li>Organise briefings for CSOs</li> <li>Review and approve expressions of interest and full proposals</li> <li>Disburse grants.</li> </ul>	<p><b>Baseline</b> Absence of a grant making component for the Facility.</p> <p><b>Target:</b> CSFDG grant making facility based on key reform priorities in place</p>	<ul style="list-style-type: none"> <li>Numbers and categories of CSOs responding to CFP.</li> <li>Numbers of CSOs from upcountry responding to CFP.</li> <li>Number of meetings with CSOs</li> </ul>	CSOS UNV UNDP PMU Donors	x	x	x	Consultations Workshops meetings, advertisements printing and publishing, travel, communication	1,610000
		<p><b>Baseline</b> No m&amp;e framework for facility</p> <p><b>Target</b> Develop and implement M&amp;E system</p>	<ul style="list-style-type: none"> <li>M&amp;e framework with indicators responding to project specific areas,</li> <li>Number of fields visits</li> <li>Number of meetings with CSOS in the field</li> </ul>		x	x	x		
CSOs capacity for effective delivery developed	<ul style="list-style-type: none"> <li>Establish benchmarks for organisations internal governance</li> <li>Conduct capacity assessments</li> <li>Develop a capacity building programme</li> <li>Conduct capacity building</li> </ul>	<p><b>Baseline:</b> absence of capacity development component for the facility.</p> <p><b>Target-</b> structured capacity development programme in place</p>	<ul style="list-style-type: none"> <li>Capacity development programme in place</li> <li>Reports on capacity assessments</li> <li>Number and nature of capacity development activities.</li> </ul>	CSOs UNDP Service providers. Mentoring CSOs UNV	x	x	x	Meetings , training workshops consultants, mentoring, printing and publishing, travel, communication	174000



<p><b>Public debate and civic awareness on democratic governance enhanced</b></p>	<ul style="list-style-type: none"> <li>Facilitate platforms for sharing knowledge and dialogue on Democratic governance issues.</li> <li>Organise annual civil society democratic governance week.(CSO-DG)</li> <li>Commission background papers and reviews</li> </ul>	<p><b>Baseline</b> Low participation in democratic governance issues <b>Target</b> Provide platform for wider participation in DG issues</p>	<ul style="list-style-type: none"> <li>Numbers and categories/geographic /sector of participating organisations</li> <li>Website hits and downloads on CSO-DG week</li> <li>Number of rural organisations participating</li> <li>media coverage of CSO-DG week</li> </ul>	<p>CSOs Media UNDP Donors GoK SRG</p>	<p>Meetings, travel, printing, consultants, advertisements, workshops</p>	<p>100.000</p>
<p><b>Operational mechanisms for support to civil society in the area of democratic governance established</b></p>	<ul style="list-style-type: none"> <li>Project development and approval process.</li> <li>Recruitment of staff, Set up and operationalising the Project Approval Committee and the Stakeholders Reference Group</li> <li>Organise quarterly meetings of the SRG</li> </ul>	<p><b>Baseline</b> Absence of DG Facility for civil society <b>Target</b> Established framework for setting up Civil society for democratic governance facility.</p>	<ul style="list-style-type: none"> <li>Number of meetings to review ,refine and complete framework documents (PID &amp; JSI)</li> <li>Meetings with CSOs to brainstorm on facility</li> <li>Numbers and classification of staff recruited</li> <li>System of review and approval of proposals in place</li> <li>Website established</li> </ul>	<p>UNDP procurement &amp; human resources RNE, SIDA, CSOs, Development partners Government of Kenya</p>	<p>Consultants, Professional staff, equipment and furniture, printing and publication, workshops, meetings, vehicle, communication, travel, advertisements</p>	<p>733200</p>

<ul style="list-style-type: none"> <li>• Develop roster of consultants to review proposals</li> <li>• Define technical review process</li> <li>• Establish office</li> <li>• Establish donor group for the facility</li> </ul>	<p>programme, IEC and M&amp;E officers, finance &amp;, procurement officers, program assistant and driver. Office set up and equipped Roster of consultants in place Management structures in place System for structured dialogue between donors and civil society in place</p>	<ul style="list-style-type: none"> <li>• Roster of consultants established</li> <li>• Number of CSFDG donor group meetings</li> <li>• Linkages to broader DG-DG</li> <li>• Numbers of non CSFDG donors participating in Facility events</li> <li>• Number of SRG &amp; PAC meetings</li> </ul>		
<b>GRAND TOTAL</b>				<b>2, 116,640</b>



## Logical Framework

### UNDAF Outcome 1.1

Good governance, human rights and gender equality progressively accelerated and achieved

#### CP Outcome 1.1.3

Gender equality, empowerment of women and realization of human rights enhanced

#### Country Programme Expected Output 1.1.3.4

Capacities of non-state actors (NSAs) and coordination strengthened to enable effective delivery of their mandates

Expected outputs	Detailed activities	Indicators	Means of Verification	Assumptions	Time line			
					Q1	Q2	Q3	Q4
Civil society engagement in democratic governance strengthened	<ul style="list-style-type: none"> <li>-Calls for proposals (CFP) by July 2008 , November 2008</li> <li>-Support CBOs in submitting applications</li> <li>-Organise ongoing briefings for CSOs and advertise through various media</li> <li>-Review and approve expressions of interest and full proposals</li> <li>-Disburse grants.</li> </ul>	<ul style="list-style-type: none"> <li>-Numbers and categories of CSOs responding to CFP.</li> <li>-Numbers of CSOs from upcountry responding to CFP.</li> <li>-Number of meetings with CSOs</li> <li>-increased civil society activities in democratic governance</li> <li>-Number and categories of approved grants</li> <li>-number of media carrying CSFDG -CFP</li> </ul>	<ul style="list-style-type: none"> <li>-PMU- log of proposals</li> <li>-Minutes and reports of meetings</li> <li>-PAC meeting reports</li> <li>-Donor group meeting minutes</li> <li>-Newspaper and website advertisements</li> </ul>	Lack of funding is one of the obstacles for sustained civil society engagement in democratic governance activities	X	X	X	X

CSOs capacity for effective delivery developed	Development of M&E and tracking framework at start f of project	<ul style="list-style-type: none"> <li>-M&amp;E framework and feedback mechanism developed ,</li> <li>-Number of field visits to projects</li> <li>-Number of meetings with CSOs in the field</li> <li>-Number of review meetings held</li> </ul>	<ul style="list-style-type: none"> <li>- M&amp;E framework</li> <li>-Feedback from civil society</li> <li>-Back to office reports</li> <li>-Bi monthly Progress report of PMU</li> <li>-Minutes of SRG and donor group meetings</li> <li>-Annual report</li> <li>-Bi monthly progress reports to donor group meetings</li> </ul>	Functional M & E will facilitate tracking of CSOs contribution to democratic governance reforms	X	X	X
	<ul style="list-style-type: none"> <li>-Establish benchmarks for organisations internal governance</li> <li>-Conduct capacity assessments</li> <li>-Develop a capacity development plan</li> <li>-Conduct capacity building</li> </ul>	<ul style="list-style-type: none"> <li>-numbers of capacity assessment undertaken</li> <li>-Number of capacity development plans developed</li> <li>- Number and type of capacity development activities undertaken</li> <li>-Reduced delays in disbursing funds to CSOs</li> <li>-Financial and narrative reports from CSOs submitted timeously<sup>1</sup></li> <li>-Number and nature of capacity development activities.</li> </ul>	<ul style="list-style-type: none"> <li>-Capacity development plans</li> <li>-Capacity assessment reports</li> <li>-Progress reports of PMU</li> <li>-CSOs reports</li> <li>-Business processes flow charts</li> </ul>	Strong and sustainable CSOs sector will Facilitate reform process	X	X	X

<sup>1</sup> Within the requisite time as per UNDP procedures and regulations



Public debate and civic awareness on democratic governance enhanced	<ul style="list-style-type: none"> <li>-Establish platforms for sharing knowledge and dialogue on democratic governance issues.</li> <li>-Create forums for marginalised and vulnerable groups in DG issues</li> <li>-Organise annual civil society democratic governance week.(CSO-DG) Support the Programme Coordinator in facilitating the relevant PMU members in efficient procurement</li> </ul>	<ul style="list-style-type: none"> <li>-Wider participation in DG issues by rural organisations and CBOs</li> <li>-Numbers and categories/geographic/sector of participating organisations</li> <li>-Number and nature of platforms created by facility for public debate</li> <li>-Increased media coverage of CSO-DG week and democratic governance issues</li> <li>-Increased demands for reform by rural people</li> <li>-More informed and participative citizens</li> </ul>	<ul style="list-style-type: none"> <li>-Narrative reports from CSOs</li> <li>-SRG minutes</li> <li>Press clippings and media monitoring reports</li> <li>-lists of participants</li> <li>-Website hits and downloads on CSO- DG week</li> <li>-Bimonthly progress reports</li> <li>-SRG meeting minutes</li> <li>-CBOs reports</li> <li>-UNV reports</li> <li>-Comparison of citizen actions in project and non project areas.</li> </ul>	Knowledge sharing and dissemination will strengthen CSOs in democratic governance	X	X	X
Operational mechanisms for support to civil society in the area of democratic governance established	<ul style="list-style-type: none"> <li>Project development and approval process.</li> </ul>	<ul style="list-style-type: none"> <li>-Complete framework documents (PID &amp; JSI)</li> <li>-CSOs aware of facility</li> <li>CSOs make input into facility to brainstorm on facility</li> <li>-Functional CSFDG Facility by June 2008</li> </ul>	<ul style="list-style-type: none"> <li>-Back to office reports</li> <li>-Number and reports of meetings with CSOs</li> <li>-LPAC minutes</li> <li>Signed project documents</li> </ul>	Operational guidelines and structures are needed for effective implementation of the Facility	X		
	<ul style="list-style-type: none"> <li>-Recruitment of staff</li> <li>-Set up and operationalise the Project Approval Committee and the Stakeholders Reference Group</li> <li>-Organise quarterly meetings of the SRG</li> <li>-Develop roster of consultants to review proposals</li> <li>-Define technical review process</li> <li>-Establish office</li> <li>Establish donor group for the facility</li> </ul>	<ul style="list-style-type: none"> <li>-operational and management structures in place</li> <li>-PMU staff Office set up and equipped</li> <li>-Roster of consultants in place</li> <li>-System for structured dialogue between donors and civil society in place</li> </ul>	<ul style="list-style-type: none"> <li>-Adverts , recruitment records</li> <li>-Procurement records</li> <li>-Minutes of meetings</li> <li>-Numbers and classification of staff recruited</li> <li>-Minutes of SRG &amp;PAC meetings</li> <li>-Consultants roster</li> <li>-Number of CSFDG donor group meetings</li> </ul>		X	X	X

# RISK LOG

Project Title: **Civil Society for Democratic governance** Award ID:  Date:   
 Facility:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political turmoil due to failure of grand coalition	May 2008	Political- turmoil Financial- donors may suspend funding Operational – it may be unsafe to do field visits and m&e	1= low 5=high P-.3 I-5	Continued dialogue with civil society and government . Greater civil society engagement in safeguarding peace by participating in the commissions. developing early Warning systems rapid response fund to enable CSOs to deal with emerging issues	Project manager and project assurance	Project assurance)	May 2008	
2	Lack of unified action by CSOs		Strategic-limited impact of the facility on democratic governance	The impact will be high as there is no opposition  P =. 3 I = 4	Support to networks to execute projects Strengthen CSO networks Provide platforms for dialogue among CSOs Ensuring broad representation of civil society on the SRG	Project manager and project assurance	Project manager and project assurance	May 2008	
3	Limited sign in by other donors or suspension of		Financial- limited funds Strategic- inability to	P =.2 I = 5	Continuous resource mobilisation from own resources and	Lead donor Project manager and	Project assurance	May 2008	



4	<p>funding</p> <p>Elite capture of facility by big CSOs leading to limited grounding community level</p>		<p>meet expectations</p> <p>Strategic</p>	<p>P-3 I-4</p>	<p>development partners to avoid unmet expectations due to limited funding Information and communication strategy to raise visibility of facility and highlight its achievements Open facility donor group meetings. brand facility as a flagship programme in response to post election crisis</p>	<p>project assurance</p>		<p>May 2008</p>	
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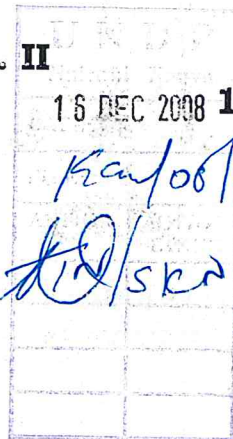
MINISTRY OF JUSTICE, NATIONAL COHESION AND CONSTITUTIONAL AFFAIRS  
OFFICE OF THE PERMANENT SECRETARY

Telegrams: "JUSTICE", Nairobi  
Telephone: Nairobi 2224029/55/82  
When replying please quote

CO-OPERATIVE BANK HOUSE  
HAILE SELASSIE AVENUE  
P.O. Box 56057-00200  
NAIROBI, KENYA

Ref. No. .... **MJCA/INTO/4/14 VOL. II**  
and Date

....., 20.....



Tomoko Nishimoto  
Country Director  
UNDP  
**NAIROBI**

Dear Madam,

**RE: UNDP COUNTRY PROGRAMME PROJECT  
NO.00061019 CIVIL SOCIETY DEMOCRATIC  
GOVERNANCE FACILITY**

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I refer to the above matter and to your earlier discussions with the Permanent Secretary on the same.

As you are aware, we had sought Treasury direction as to whether we should sign the financing agreement given that the project is independent of Government and the Ministry has no direct role in implementation.

We have now received directions to the effect that you should sign directly with the responsible Civil Society Organizations but that the Ministry will, on behalf of Government, monitor the project to ensure that the project objectives are met.


Kindly therefore proceed with the signing and implementation as appropriate.



We regret the delay in reverting to you but we had to wait for response from the Treasury which we only received on 9<sup>th</sup> December, 2008.

We hereby return, unsigned, the copies you had sent to us.

Yours Sincerely,



Gichira Kibara, OGW

**FOR: PERMANENT SECRETARY**