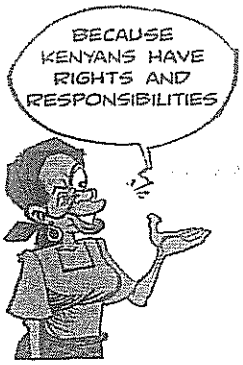

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URAIA TRUST

PROGRAMME DOCUMENT AND WORK PLAN

(Revised: November 2011)

Jan 2012 to June 2013 (18 Months Implementation)

PROGRAMME SUMMARY OF THE URAIA WORK PLAN JANUARY 2012 - JUNE 2013

Overall goal:
To make a major contribution **to developing an informed and educated citizenry** in Kenya that addresses its contextual realities and which then leads on to that citizenry **being engaged in various reform activities at various levels.**

Programme purpose:
To facilitate the provision of quality civic education and practical mechanisms for citizen engagement in public affairs.

Specific objectives:
1. To facilitate provision of quality civic education, including voter education to over 1 million people throughout Kenya by June 2013.
2. To provide quality mechanisms to citizens, that facilitate their opportunities for participation in governance and/or in resolving local or national issues by exercising their rights and responsibilities by June 2015.
3. Facilitate the establishment of a transformative institutional framework that leads on democratic reforms and development by 2015.

Key results areas:
1. The entrenchment of the constitution at both individual and institutional level through internalization processes;
2. Working to establish a credible judiciary that is responsive to Kenyan needs and commands the confidence of citizens;
3. Building a critical mass of citizens working for participatory, peaceful, free and fair elections in 2012;
4. Support the expansion of citizen participation in public affairs and political processes particularly for women, the youth, persons with disability and marginalized groups and communities.

Geographical coverage: National.

Project duration: 18 months

Development Partners: UNDP, Canada, DFID, Norway, Sweden

Estimated Budget: Kshs 540,577,291.00 or (USD 6,142,924.00) at an exchange rate 1USD = Kshs 88

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the Programme Document at the place and on the day below written.

For The URAIA TRUST:		For UNDP:	
Signature:		Signature:	
Name:	ABUBAKAR ZEIN	Name:	Christopher G. Gakahu
Title:	EXECUTIVE DIRECTOR	Title:	Team Leader Energy & Environment UNDP - Kenya
Place:	NAIROBI	Place:	NAIROBI
Date:	22/12/2011	Date:	23-12-11

Executive Summary

In 2010, Uraia began initiating mechanisms through which the programme could become more self-sustaining. Thus, the Kenya's National Civic Education Programme (NCEP II) has been transformed into Uraia Trust since July 2011. This process is in line with implementation of the findings of the NCEP I & II internal and external evaluations as well as the actualization of the Paris Declaration on Aid effectiveness. Uraia seeks to help the people of Kenya have a sense of belonging and identity that is strongly shaped by being one people in one nation – an identity that supersedes rather than replaces all the other more local sense of belongings and identities they have. The Uraia Trust has been envisaged to allow for longer-term planning and bringing in synergy to the programme and enable it to reach a larger number of citizens and stakeholders wishing to be part of the country's reform agenda.

The Uraia 2012-2013 work plan is the foundation of our five year strategic plan ending in 2015. It embraces the cumulative legacy of the National Civic Education Programme phase one and two (NCEP I and II) and encompasses learning accruing from the National Response Initiative (NRI) and our efforts that contributed to the successful holding of the 2010 referendum and adoption of the Kenyan Constitution.

The programme document /work plan addresses the efforts of securing the future of the Programme through institution transformation and working with Kenyans to address national priorities and interests. It seeks to entrench the founding vision, mission and values by establishing a strong institutional base that supports Kenyans in safeguarding democratic gains through the implementation of the 2010 constitution.

The plan will establish the organizational infrastructure that will support Uraia's 2011-2015 Strategic Plan by unleashing the potential of the three pillars of this Strategy namely the Civic Education component, the Civic Engagement component and the Democratic Transformation and Institutional Development component.

The plan will also expound on the 4- programmatic Key Result Areas that Uraia seeks to work on. The Uraia Strategic Plan is based on the premise of realizing fundamental democratic change by actualizing the promise of the 2010 Constitution. And this first year of this plan seeks to explore the application and implication of this constitution in the lives of Kenyans. It will focus on the following Key Result Areas:

1. The entrenchment of the constitution at both individual and institutional level through internalization processes;
2. Working to establish a credible judiciary that is responsive to Kenyan needs and commands the confidence of citizens;
3. Building a critical mass of citizens working for participatory, peaceful, free and fair elections in 2012;
4. Support the expansion of citizen participation in public affairs and political processes particularly for women, the youth, persons with disability and marginalized groups and communities.

Although this year's work plan is becoming operational within the context of a positive democratic trajectory embedded on the ethos of a new constitutional dispensation, it identifies real risks facing the country and proposes mitigating and coping strategies. Uraia will work for what is best for the country including extending resources to enhance our ability to pre-empt and/or intervene rapidly in any unfolding situation of conflict. This first year will be used to enhance our national response mechanism that include futures and conflict sensitive planning, an early warning system and continued peace building and community reconciliation efforts. Progressively our approach wi internalize conflict transformation planning in yearly working plans.

The most profound aspect of this year's work plan is its connection to the preparatory phase for the coming make or break general elections. We have deliberately given the general elections special attention because of its potential to radically alter Kenyan's future. In fact because of the coming general elections we have programmed and budgeted for 18 months to cover all aspects of civic and voter education rather than the normal 12 months of our financial year. This is to enable Uraia to put in place pre election intervention, interventions during and after election.

Last but not least, this work plan will identify and seek to develop the necessary building blocks for the success of the subsequent years and the future. This plan starts the journey to sustainability. Uraia trust has developed quality governance and management structures and systems and is now a legal entity with the mandate to contract directly with its development partners and stakeholders.

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1.0 BACKGROUND AND PROBLEM STATEMENT:

Pushing forward the democratic transformation of Kenya is not easy. A history of patronage and clientism and a practice of expropriation, malfeasance and impunity make getting real change something of a challenge. The citizens of Kenya have often been mere pawns in the game of chess between the political elites. They have been pushed around and often expended in the search for, and securing and maintaining of, power and wealth. Despite great natural resources and huge potential 50 per cent of the population is still living below the poverty line. For most of its independence history Kenyans have been poorly led, poorly served and poorly treated.

The last two decades or so has seen this situation increasingly challenged by men and women in Kenya. Kenyan citizens have become more frustrated with their leaders and more disillusioned with their institutions. The elections of 2007 brought this frustration out in a dramatic and violent way exposing deep scars and tensions that had been building for many years. However in many ways the crisis ironically catalyzed the demand for reform and gave new impetus for democratic change. The crisis highlighted the depth of the malaise and shattered false notions of Kenya as a peaceful and prosperous country.

In 2010, Kenya emerged from a long struggle with constitutional making process, attaining a new constitution which was promulgated on 27th of August 2010. The struggle for the enactment of the 2010 constitution was primarily driven by a history of 'dictatorship' in Kenya since independence. This was coupled by endemic practices of patronage with corruption and impunity of the political elite. Citizens' manipulation, exploitation and denial of their rights were the order of the day. There were, and still are, with many politicians manipulating ethnicities and resources for personal gain due to flawed and undemocratic political systems. Poor services, especially civic education, to the populace have led to the citizenry being ignorant of the law and the proper channels to address issues.

As the Kenyan citizenry takes an increasingly more demanding role in decision making at the national and local levels, their inability to hold leaders accountable has left them in a disadvantaged position especially in terms of the need to engage the government for better public service delivery. This poor citizens' relations and engagement with government, coupled with little information or high levels of misinformation to communities' means that citizens are not pro-actively engaging in constitutional implementation. This potential misinformation could pose a threat to peaceful elections in 2012.

Though educating and informing citizens has to be improved and done within the cultural context of Kenya, a baseline survey by the Society for International Development (SID) and Uraia on civic education noted *'Until 2007 civic education programmes (in Kenya) took citizenship identity seriously, but said little about other competing identities (i.e. ethnic and religious) being exercised in a competitive and often ethnicized electoral environment"*. The tensions and contradictions between a national citizenship and these other more parochial identities with their sense and ethics of belonging were largely ignored. While a liberal model of citizenship places a lot of emphases on citizens' rights, their duties or obligations are often assumed. Also while it focuses mostly on individual rights, claims for group or community rights are loud in Kenya politics. So although the 1992-2007 civic education programmes were informed greatly by a liberal model of citizenship, the Kenyan state and society is still illiberal.'[1]

Uraia will provide civic education that leads to an informed and educated public in Kenya and leading to citizens being engaged in various reform agendas and activities at different levels. With the promulgation of the 2010 Constitution, this has provided an opportunity to sustain gains through civic actions to advance democracy, good governance and relevant development amongst the populace.

2.0 RATIONALE / JUSTIFICATION FOR THE PROJECT.

The greatest challenge facing Kenya today is to avoid the tragic flaw of African constitutions of the past five decades, i.e. having a constitution without constitutionalism; to have written laws without the rule of law. The beginning of setbacks is symbolised by the continuation of impunity and the regrouping of actors and sectors that benefitted from the old constitution order (disorder) even after the new constitution has been put in place. We can only escape this state of affairs by concerted effort to internalise and entrench the new constitution. Uraia has developed seven anchors that we think are critical in building the new constitutional order. These anchors are:

i. Nation building
ii. Leadership and coordination
iii. Policy and legislative
iv. Democratic transformation and institutional development
v. Political

[1] A NATIONAL BASELINE SURVEY & CIVIC EDUCATION IMPACT ASSESSMENT. Society for International Development and Uraia, June 2009.

vi. Administrative
vii. Progress tracking

(i) **Nation Building anchor-** the new constitution requires Kenyans to build a new nation. Kenyans must develop and have shared aspirations, vision and values. Under this anchor the following critical aspects will be considered:

- How to galvanize our unity in diversity
- How to internalize the new constitution among Kenyans and change mindsets and attitudes
- How to build a culture of constitutionalism

From the above, we hope that if we invest in all our people, they will be able to act as the custodians and protectors of the new constitution in line with the ethos of Article 1 on the Sovereignty of the People and Article 2 on the Supremacy of the Constitution.

(ii) **Leadership and Coordination anchor** – This involves stewardship, building national consensus, developing mechanism for citizen participation, quality assurance and compliance. The cornerstone of coordination and leadership on the constitution implementation process will be the Commission on the Implementation of the Constitution (CIC). It is expected that this commission will work with Kenyan citizens in the implementation of the new constitution through structured engagements. These engagements will include a framework that will involve all arms of government, civil society, religious communities, etc. The 2010 constitution envisages a new leadership will emerge from two processes that is the existing leadership internalising the values and ethos of the 2010 constitution in order to remain relevant and/or a new leadership will emerge based on the expanded levels of representation and participation established by the constitution. Citizens are expected to play an important role in the vetting, identification of and election of credible leadership.

(iii) **Policy and Legislative anchor** – The Policy and Legislative anchor is important in the development of the legal infrastructure under which the new constitution would be anchored. Kenyans need to keep an eye on the developments on this pillar to make sure that policies and legislation developed respect the theory, design and architecture of the constitution, for example on the design and architecture of devolved government. Attention should be given to the role and responsibilities of the National Assembly in discharging its mandate as well as the mandate of the yet to be created senate. So far parliament has enacted about a dozen pieces of legislation. On the whole most of laws are an improvement from past practices and will enhance governance and implement various aspects of the 2010 constitution. Even with progress challenges remain including low levels of citizen participation in the law making process, lack of proper coordination, competing interests e.g. by various government organs and political actors, making of laws and or provisions that may not pass constitution muster etc. On the other hand there is lack of adequate knowledge on these new laws as well as the role of citizens in their implementation.

(iv) **Democratic transformation and institutional development anchor** - This pillar will be at the heart of democratic transformation and institutional development that will entrench the new constitution and deliver the necessary services and products to the Kenyan citizens.

(v) **Political anchor** – Transactions of politics in Kenya have been fundamentally altered by the new constitution. The Bill of Rights has secured political rights and participation and other related rights that affect the management of politics e.g. freedom of association, media freedom, and access to information. Kenyan politics has also been tampered specifically by the chapter on leadership and integrity, representation of the people, the Legislature, the Executive, the Judiciary, and Devolved Government. It is envisaged there will have to be a transformation of political practice in Kenya. How the new constitution is implemented will depend on political will and/or behaviour of political actors. Given there will be a transition at the executive level, how the country manages the transition will affect the pace and substance of the implementation of the constitution.

(vi) **Administrative anchor** – There are many features of the new constitution that can be given life using administrative actions. Careful development of guidelines, procedures, protocols instruments and mechanisms can be used to give quick gains that will build the confidence of citizens and reduce the impact of impunity. The implementation of the Bill of Rights, National Values, Gender Equity and Equality, Inclusion of Marginalised Communities, Minorities and Persons with Disabilities require such attention. The retraining of the police force to stop using torture as a valid instrument of "detection of crime" and respect for human rights can be implemented through new procedures and protocols even without new laws. Under this aspect, we may also use administrative actions to address the expectations of Kenyans on the implementation of the new constitution.

(vii) (vii) **Progress tracking anchor:** This pillar is important in tracking progress on the implementation of the new constitution. The constitution envisages that the country will establish a framework to identify the pace of the implementation, risks, impediments and challenges, and corrective actions required through the commission on the implementation of the constitution. There is need to develop a national framework that tracks the implementation that can be quantified and analysed at the level of outcome as well as impact.

For a democracy to survive and flourish, a critical mass of its citizens must possess the skills, embody the values, and manifest the behaviours that are in accordance with democracy. They must know enough about the basic features of a democratic political system to be able to access it when their interests are at stake, and they must believe in the importance of certain key democratic values, such as tolerance for divergent viewpoints and support for the rule of law. They must also be willing and able to participate in local and national politics, and they must believe that their participation is important to the continued viability of the democratic political system

Men and women all over the country are seeing through the façade of most of their leaders. They are fed up with selfish politicking and Machiavellian manoeuvrings in the effort to maintain privilege and position. While this is to be welcomed, ordinary Kenyans will not achieve their goal of a fully democratic Kenya with skill-filled and service-minded institutions without some assistance and guidance. As Thomas Jefferson recognized, *it is when the people are well informed that their efforts to bring change will bring reward, and they will get the kind of government they want – an accountable and responsive one.*

Uraia's civic education, civic engagement and institutional transformation aspects of its work are designed to achieve a new constitutional order through a mechanism that facilitates internalization and entrenchment of the new constitution. Civic education, whenever and however undertaken, equips people of a country, to carry out their roles as citizens. Civic education is, therefore, political education or, as Amy Gutmann describes it, *"the cultivation of the virtues, knowledge, and skills necessary for political participation" (1987, 287)*[2].
Uraia, through the National Civic Education Programme (NCEP) 1 and 11 has been carrying out civic education work aimed at creating awareness and increasing knowledge on governance and democratic values among the citizens of Kenya. By 2008, Uraia estimated that 10 million Kenyans had been reached with civic education and their knowledge and awareness increased. This work was particularly important as it was against a backdrop of a context where citizens were civically disempowered - on account of the repressive regimes that had existed until 2002 - and yet expected to play a meaningful role in the new political dispensation after the 2002 elections.

An evaluation conducted of the National Civic Education Programme phase II however highlighted that even though 10 million Kenyans had been reached with civic education, this did not necessarily lead to any tangible evidence of citizens having used the education to effect transformative change in their situation or their relations with government. This was further reinforced by the political crisis of 2007-08 and the ensuing violence.

Following these events, concerted efforts in the country finally saw the promulgation of a new constitution in 2010, which hopes to entrench democratic transformation in the country. For this transformation to happen Kenya needs an empowered, vigilant and engaged citizenry that will hold government to account as well as support and ensure that the framework set for the entrenching of the constitution is respected and upheld. But this can only happen if civic education programmes go beyond awareness and information, to ingrain values and focus on changing citizen attitudes and behaviour.

At the heart of Uraia is *citizenship*, because its efforts are a contribution to the development of Kenya through the development of its most important asset and resource - 'Kenyan citizens'- *'raia'* in Kiswahili. Uraia seeks to develop men and women of Kenya to have a sense of belonging and identity that is strongly shaped by being one people in one nation – and which supersedes rather than replaces all the other more local senses of belonging and identities they have. Uraia seeks to do this within the context of Kenya's many complex and at times contradictory realities and it is these that guide its vision, mission and values. Uraia expresses this aim through the fundamental elements of its strategic plan 2011 - 2015.

Currently there are numerous organizations including the government that plan to carry out civic education particularly in the lead up to the 2012 general elections. Most of these institutions, including the government have sought technical support from Uraia to develop their civic education programmes. However the focus of many of these is at the level of providing information and creating awareness, without necessarily changing values or attitudes or promoting greater positive engagement with the government, making Uraia's work that much more needed.

Unlike in the past where Uraia was focused on a broad reach to the citizenry, the current phase of Uraia's programming aims at raising a critical mass that will be instrumental in realizing the outcomes that have been articulated earlier. This will be done by targeting and working with over 1,000,000 citizens in the next 18 months, who will be equipped with knowledge and skills on the implications and applications of the constitution, including voter education. They will be empowered to be the agents of transformation in their own contexts, contributing to deepened democratic values and ultimate change in values and attitudes of the citizens in order to engage meaningfully with duty bearers towards realizing a transformed society based on democratic values. In terms of voter education, the programme strategies will focus on pre elections, during elections and post election interventions.

3.0 PROJECT GOALS AND OBJECTIVES.

[2] The Stanford Encyclopedia of Philosophy

In its 2011/12 work, Uraia is committed to making a major contribution to developing an informed and educated citizenry in Kenya that addresses its contextual realities and which then leads on to that citizenry being engaged in various reform activities at various levels. It will achieve this through democratic transformation and institutional development as a Kenyan-run national level organisation leading on reform and commanding considerable resources and coordinating multiple actors and stakeholders. In attempting all this it should live up to what it sets out to achieve and so be driven by the highest of values and principles.

3.1 VISION OF URAIA TRUST

To be a leading National organization supporting the democratic transformation and development of Kenya.

3.2 PROGRAMME OVERALL GOAL

To contribute to democratic transformation processes in Kenya, leading to improved governance and nationhood in line with the promises and values of the 2010 Constitution.

3.3 PROGRAMME PURPOSE

To facilitate the provision of quality civic education and practical mechanisms for citizen engagement in public affairs.

3.4 SPECIFIC OBJECTIVES:

1. To facilitate provision of quality civic education, including voter education to over 1 million people throughout Kenya by June 2013.

2. To provide quality mechanisms to citizens that facilitate their opportunities for participation in governance and/or in resolving local or national issues by exercising their rights and responsibilities by June 2013.

3. Facilitate the establishment of a transformative institutional framework that leads on democratic reforms and development by 2015.

3.5 KEY RESULTS AREAS

1. The entrenchment of the constitution at both individual and institutional level through internalization processes;
2. Working to establish a credible judiciary that is responsive to Kenyan needs and commands the confidence of citizens;
3. Building a critical mass of citizens working for participatory, peaceful, free and fair elections in 2012;
4. Support the expansion of citizen participation in public affairs and political processes particularly for women, the youth, persons with disability and marginalized groups and communities.

3.6 URAIA TRUST VALUES

The Trust will be guided by the following values -

- Integrity;
- Professionalism;
- Equity;
- Equality;
- Objectivity (political neutrality and/or non-partisanship).

4.0 KEY STRATEGIES, IMPLEMENTATION METHODOLOGIES AND ACTIVITIES.

4.1 LEARNING FROM NCEP 1 AND 11 AS A BASIS OF URAIA' STRATEGIES PILLARS:

The evaluations of NCEP I, II and NRI were instrumental in the influencing, Uraia's strategic plan on which programming is anchored on and has informed Uraia's strategies. From the evaluation, the main evaluators noted that '... *future programmes should lay emphasis on the promotion of civic competence and involvement (civic engagement).* From the National Response Initiative, a key learning was the need for future civic education work to mainstream peace building. In addition to its own evaluation and research work, Uraia has called on the work of other like-minded organisations such as the Kenya National Dialogue and Reconciliation monitoring reports after the election violence, the Transparency International annual bribery index among others to inform strategy.

Both NCEP II & I were particularly successful interventions and it is on the success of these initiatives that Uraia is building on. Additionally, Uraia's programming work is informed by learning that has been documented on best practices in civic education and engagement by institutions such as the UNDP which has extensive knowledge and expertise in this area worldwide.

Uraia's future strategies are thus largely informed by the learning of evaluations of NCEP 1 and 11 as illustrated and summarized below.

NCEP I & NCEP II Learning	Uraia's proposed strategies
From the evaluation, effects Of NCEP II were influenced by:	
The amount of individual s exposure to Civic Education activities	Uraia has designed a 13-week intensive module targeting 1 million individuals over 5 years to guarantee continued exposure, intensity, intended to lead to civic action by individuals and institutions.
The quality of facilitators	Uraia and partners will apply rigor in identifying civic educators in each county (six per county to go through a training of trainers.) Uraia's partners in the counties will host these facilitators as a way to provide management support as well as to monitor their performance. Additionally in each of the counties will be established an '*Uraia Forum*'- for Kenyans to drive the agenda within the county, and providing the facilitator a platform to interact with other educators and members of civil society on civic issues.
Instructional methods used:	Uraia plans to enhance this by ensuring that methods used are specific and relevant to each particular target groups, e.g. rukub – delivery CE through the camel caravan for pastoralist groups. Uraia will also develop and facilitate the educators and equip them with comprehensive tools as part of their resources for training.
Degree to which men & women engage in democracy issues after their direct exposure to C E	As part of enhancing its work towards democratic transformation, Uraia has introduced a second pillar to its work -civic engagement - to complement the work of civic education. Individuals trained will be supported to turn the learning to action. Uraia will also develop comprehensive learning materials that incorporate both civic education and civic engagement.
Future programmes should rethink whether and how to teach values related to democracy and the rule of law...	Uraia's civic education work goes beyond creating awareness and increasing knowledge therefore learning materials developed will go beyond this to enabling changing of attitude and values systems.

Consequently, drawing from the above, and in line with Uraia's Strategic Plan 2011 – 2015, Uraia will deliver its core mandate using the following key strategies:

4.2 URAIA'S KEY STRATEGIES

4.2.1 Provision of Quality Civic Education;

Provision of quality civic education will be carried out through the Uraia's **Civic Education Programme** throughout Kenya and will consist of:

(i) Development of civic education curriculum (including voter education)

This has three main components – the national civic education curriculum, the mass civic education projects and the special civic education projects.

The national civic education curriculum in the next four years will be implemented through a 13-week education module carried out throughout the country. The curriculum will be designed to reach a higher threshold of learning in the continuum of civic education that supersedes just the information and knowledge levels and seeks to reach the skills, values and attitudes and disposition levels. The main features of this component will include –

- A national curriculum and relevant Information, Education and Communication (IEC) materials developed through a national consultative process;
- A cadre of well trained and motivated educators, appointed through an open and competitive national process, posted throughout the country;
- The establishment of Uraia Forums throughout the country made up civil society organizations and other strategic partners who will among other things be involved in identifying, hosting, managing and monitoring the educators and their work. The forums will also play the important role of mapping and coordinating activities and interventions in the country.
- Careful constituting of learning groups to incorporate various diverse social and interest groups representative of Kenyan communities.
- Targeting about one million Kenyans over the 4-year period running from January 2012 to January 2016.

The mass civic education projects will be developed based on national needs and priorities. It will be implemented mainly through the civic engagement component by our implementing partners and the national multimedia Programme. The mass civic education Programme will mainly disseminate information and knowledge important for national mobilization and action based on thematic concerns that are designed to implement various aspects of the constitution and achieve national democratic transformation and healing. It will also disseminate important national information and knowledge throughout the country to support the national transformation agenda.

The Special Civic Education projects will be indentified and developed to respond to specific national strategic interventions, specific thematic concerns and/or target specific strategic imperatives for example the partnership with the Kenya Institute of Education (KIE) which is designed to update the school curriculum and teaching of subjects that cover aspects of the Kenyan Constitution.

(ii) Training and developing a pool of civic educators, and delivering civic education.

In the first year Uraia through the CSO networks will identify a total of 302 individuals (282 drawn from the 47 counties– 6 per county and 20 focusing on special groups) to be trained as civic educators. These individuals will be hosted in an Uraia partner organization for management and support.

Civic Education will be organized around the 47 county level under the new constitution. The Civic Educators will be contracted by competent local CSOs who are partners of Uraia who will support and monitor the work of the CEs and help facilitate engagement of men and women at the local level.

The civic education approach will be the same in all Counties. It will be carried out by female and male CEs working with groups of 25 people who will themselves have some civic competence to begin with. Each group of 25 will be educated over a number of weeks - between 10 and 13 - and each CE will train 3 groups per week in that period. That is 75 people over a 10/13 week period. Over the course of a full year, the female and male Civic Educators will run 3 x 13 week blocks or 4 x 10 week blocks of civic education. That is 225 men and women educated per Civic Educator per year.

In addition to providing education to the citizens, the educators will also conduct mass civic education and engage with the media. An Uraia CSO partner in the specific county will host the educator and provide management, monitoring and reporting support on behalf of Uraia. The CSO will also provide the educator with operational support for the mass civic education. The CSOs and civic educators in the counties will be linked through an Uraia forum, which will provide an avenue for various stakeholders to dialogue and engage further in democratic governance issues.

Those exposed to this civic education will be encouraged and supported to continue to meet and continue to learn after the end of the official 13/10 week period. Those who do so will be supported by some of the CEs and CSOs and they will have access to ongoing material from which to learn.

The Groups of 25 will vary in membership. Some will reflect the character of the constituency and consider fair representation of women and youth and others often marginalized. Some groups will be specific in membership and be made up of duty bearers or other key people who will most benefit from civic education or of specific target groups like women or youth leaders. In order to attract both men and women in civic education meetings, the female and male Civic Educators will take into consideration cultural background to target communities, time to conduct the meetings and the venues for the meetings.

Linking the 302 civic educators to media: Of the 302 civic educators to be selected, some will be drawn from the media, e.g. from local media stations. Once they are taken through the 13-week training course, it is expected that they will go back to their stations and be involved in developing media material for dissemination and also to engage other media personnel in their work places in civic education to facilitate extending reach. In addition to the targeted approach of working with media personnel, other civic educators will be equipped with media engagement skills.

As well, civic educators will also be trained in alternative media skills in order to complement other trainings given. The 302 civic educators will also be trained on how to train media professionals and feature as knowledgeable 'experts' in media programmes. The will also train citizens and CSOs on media and communication strategies.

Uraia's media related work will be linked to KMP especially in capacity building and linkages with media houses at national and county levels.

Linking the 302 civic educators to IEBC'S voters* education work:** Uraia's civic education work encompasses voter education and has a holistic approach to voter education. Previously Uraia has worked with the electoral body in developing voter education materials. IEBC being a strategic partner and building on previous work with them, Uraia will train ToTs who will in turn train citizens and civil society organisations to deliver the IEBC curriculum. In order to deliver the curriculum ***Uraia will identify and link citizens with the IEBC'S electoral process.

(iii) Development of training and IEC materials.

Materials will be produced centrally for use by the male and female Civic Educators in the groups. These materials will be based on specific topics aligned to the new constitution and designed to help men and women to understand and entrench its implications and applications – both at the national and local levels. They will be developed in modular formats and build up week on week to provide a comprehensive manual of civic education that equips men and women with both crucial information but also practical suggestions for engagement.

These materials and any other materials produced will be available online for downloading or in other formats that help men and women to have access to them. Additional materials will be produced through the life of the programme as issues arise or as researches are done and are useful for men and women to have in their ongoing search for change.

4.2.1.1 Uraia's civic education materials complementarities with K-NICE and IEBC's materials.

Uraia provided both the IIEC and the Ministry of Justice with technical support in developing civic education materials. In part Uraia is developing its own civic education materials to complement the work of these bodies since they have specific issues/areas that their education work is focusing on. While the ministry of Justice's civic education work focuses on the constitution, devolution and elections, the IEBC's voter education tends to focus on procedures and protocols, while Uraia's work builds on this and also focuses on other areas such as the judiciary, participation and identity. Additionally, Uraia's work takes civic education from knowledge creation and awareness to skills development, changing attitudes and values.

4.2.2 Facilitating Civic Engagement;

Uraia will provide quality mechanisms that facilitate citizen opportunities for participation in governance and/or in resolving local or national issues by exercising their rights and responsibilities though its **Civic Engagement Programme.** The Engagement component will produce improved national capacity for getting accountability and increased ability to engage and participate in local and national affairs. It will involve improved coordination, advocacy and networking within and among civil society organizations. The engagement component main features will include –

- The administration of a call for proposal, open to all Kenyan non state actors, as a democratic instrument to identify CSOs that Uraia will work within the next 3-4yrs. Through the call we may identify about 50 local organizations, 10-15 national organizations and about 10 organizations based on affirmative action;
- Using an objective criteria identify about 25 independent state and non state actors to work with based on Uraia strategic imperatives, Kenyan national priorities, their niche, areas of specialization, capacities etc;
- Build synergy between the civic education component and the civic engagement;
- Initiate the building of a critical mass of citizens committed to democratic change and the implementation of the constitution;
- Strengthen the civil society's ability to organize and work together e.g. by establishing functioning Uraia Forums across the country.

4.2.3 Facilitating Democratic Transformation and Institutional Development:

This strategy will have two components: one internal and the other external. The internal component will focus on the Uraia institutionalization process and our aspiration to become the leading national organization supporting democratic transformation of Kenya. The internal transformation will be matched by efforts targeted to our partners and other actors in the country. The main features of this Programme will include –

- To continue to improve result based organizing and management.
- To enhance accountability levels and lines.
- To invest in evidence led planning and interventions.
- To develop capacities and build a credible monitoring, evaluating, reporting and learning framework.
- To mainstream gender in all aspects of the work of Uraia.
- To continue building the capacity of our partners and strengthening the coordination of national interventions.
- To strengthen the capability and effectiveness of civil society organizations.
- Provide technical and other advisory services.

There are cross-cutting aspects to programmatic interventions that serve all the three pillars which include;

- The National Response Programme.
- The Multimedia Programme.

4.2.4 The National Response Mechanism Strategy

The capability of civil society and the nation to forecast, pre-empt and/or manage the kind of crisis that faced the country as a consequence of the disputed 2007 elections was found completely wanting. Based on the experience and capacity developed by Uraia in the developing, managing and implementing the National Response Initiative we have developed the competence and structures to, among other things:

- Inculcating conflict sensitive planning and training with our partners including identification and managing of risks;
- Increasing capacity to evidence led interventions for example through perception polling and baseline research;
- Continued building of capacity to track events throughout the country including intelligence gathering, situation analysis, mapping and monitoring sources and triggers of conflict, etc;
- Continued improving of the Uraia early warning system and response protocols and infrastructure;
- Increasing ability to visioning and influencing possible futures e.g. through developing scenarios;
- Enhancing levels of preparedness for emergency intervention;
- Improving effectiveness of interventions including enhanced targeting for example targeting creators of information and knowledge, opinion shapers/leaders, trend-setters, mores and taboo originators and/or enforcers;
- Deconstruction of ethnocentrism and other negative identities in the country including addressing stereo-typing, harmful myths, vilification of others, hate speech etc;
- Addressing causes and sources of social inertia including community power configuration, identifying, isolating and/or exposing resistors to democratic/constitutional change and transformation, dismantling negative gatekeepers and sources of marginalization and conflict.

4.2.5 The Multimedia strategy

Our multimedia strategy is founded on Uraia's experience in running an effective and successful Media Programme under the NCEP Programme. Based on our learning and developments in media practices we have developed new approaches and

methods that are designed to focus on citizen participation, building community engagement and investing in the development of creative and innovative services and products. We will focus less on conventional, mainstream and profit making platforms and models and more on creative, performing and publishing edutainment that focuses on citizen based participation through innovative methods and platforms. The Multimedia Programme will, among other things, be involved in -

- Working with organizations focused on expanding the work of Kenyan artists and other cultural practitioners to include orientation of incorporating national priorities and development issues in the creative and performing arts;
- Mainstreaming works of Kenyan producers and organizations focusing on theatre, film and fine art for development etc;
- Supporting citizen based media content development including stories and messaging that will ordinarily not receive coverage by mainstream media platforms and outlets;
- Building the capacity of women, youth, persons with disability and marginalized communities to use effective media strategies to enhance coverage important issues to include their perspective and voices;
- Designing Mechanisms and know-how to improve citizen participation in media including social networking and citizen journalism.
- Designing Mechanisms to monitor and hold to account sources and originators of media content.
- Developing the Uraia website as a national resource centre and supporting mechanism for all our work.

Uraia will engage with the Kenya Media Programme (KMP) and other media sources and civil societies working in media to build synergy and collaboration and avoid duplication.

In spite of the extensive reach and the potential that comes about through the use of the media, Uraia has made a modest budget provision for media activities. The media activities as adopted for this initial phase have been informed by Uraia strategic plan where more emphasis is placed on enhancing the core activities; that is civic education and civic engagement pillars. The media activities will serve to supplement these core activities hence the modest budget. In addition, Uraia is cognizant of media's limitation in as far as it mainly focuses on awareness creation but is not able to reach levels of values, skills and attitudes. The latter, require intense interaction, follow up, building on existing knowledge base of learners, developing of work plans and review of actions.

Uraia strategic plan is deliberately designed to focus more on skills development, values & attitude transformation that require activities that enhance capacity and require greater interaction, which will not be achieved purely through the media.

4.2.6 Uchaguzi Bora Initiative

Uchaguzi Bora is an Uraia initiative designed to contribute to national efforts that will make Kenya's next general elections - participatory, peaceful, free, fair and credible. It seeks to use the promise, opportunities, values and ethos envisaged by Kenya's constitution as the basis and framework of ensuring the credibility of the coming elections.

The implementation of Uchaguzi Bora initiative will be based on the Uraia strategic pillars that are - provision of quality civic education based on national priorities, provision and utilization of quality mechanisms that facilitate citizen participation through the civic engagement pillar and embracing democratic transformation and institutional development that enhances effectiveness of civil society organizing.

The implementation strategy will involves multiple actors, both state and non state actors, using a variety of methods and carried out throughout the country. These will include Uraia strategic partners as well as those who will respond to a competitive call for proposal. There will be affirmation of social sectors and geographical regions that have historically been marginalized and/or face difficult circumstances. Such as women, persons with disability, youth, marginalized communities and groups including minorities through our affirmative action policy and Programme.

The Uraia approaches will be used in the implementation of the Uchaguzi Bora initiative including a rights based approach, use of non violent mechanisms and techniques, adult education approaches and other participatory approaches such as theatre arts and film for development.

(See annexe 4 attached for full details 4.2.6.1 through 4.2.6.4)

4.2.6.5 Detailed Description of the Thematic Concerns

The Civic Education (which will include voter education) and Civic Engagement will be designed to achieve the following;

i. Positive management of diversity and inclusion of all social sectors in national life. This thematic concern will specifically deal with the question of identity in Kenya and how to build a focus on issue and Programme based politics. Tampering the historical obsession of using ethnicity as an organizing principle of politics will have positive effect generally on politics and specifically on community relations.

ii. To fast track the enactment and establishment of the necessary enabling legislation and infrastructure that facilitates the holding of credible elections.

iii. To support the setting up of institutions with the mandate to manage elections and/or support the electoral process and ensure they are in place and have adequate time and resources to develop the requisite competencies and structures.

iv. Ensure mechanism and tools to deal with electoral flaws and irregularities are developed and functioning.

v. The enabling conditions and mechanism to implement the chapter on leadership and integrity of the constitution are active and have began to work including various levels of vetting and ethical compliance measures governing all forms of public offices and service.

vi. The intention of the constitution to enhance and expand representation is translated in concrete ways of vetting and nomination as well as actual increased participation and representation of women, persons with disability, youth, workers, minorities and marginalized communities and groups.

vii. The culture of impunity is continuously challenged by citizens demanding the upholding of the rule of law and supporting the new legislation and emerging state institutions managing constitutionality.

viii. Efforts to reconcile Kenyan communities and the addressing of long term issues underlings conflicts in the past are addressed in tangible ways.

ix. Explain the electoral system and process including; political rights and responsibilities, levels of government and the political offices created by the

x. constitution, general principles for the electoral system, legislation on elections, registration of voters, the electoral code of conduct, eligibility to stand as independent candidates, voting procedures, handling of electoral disputes, the role and functions of the Independent Electoral and Boundaries Commission including delimitation of electoral units, electoral system including the allocation of party list seats, role and functions of political parties including basic requirements for registration and the relevant governing legislation including the role of the registrar of political parties and the political parties independent tribunal.

xi. Explain the establishment of a two chamber parliament Specifically enlighten on the establishment and role of two chambers, membership, qualifications and disqualifications for election, promotion of representation of marginalized groups, election of members, term of parliament, vacation of office of a member, right to recall, determination of questions of membership, offices of parliament including the role of the majority and minority leaders, explore the shared and distinct functions of the National Assembly and the Senate including, exercise of legislative powers, how bills concerning county government will be handled, relationships and mechanisms to resolve any differences and potential conflict, the requirement for Presidential assent or referral, the coming into force of laws, parliamentary powers, privileges and immunities, public access and participation, right to petition parliament, decision making processes and miscellaneous powers.

xii. Elucidate on how the presidential system under our constitution operates including the principle of separation of powers, the principles and structure of the national executive, authority and functions of the president, election of the president, qualifications and disqualifications for election as president, procedure at presidential election, death before assuming office, questions as to validity of presidential election, assumption of office of president, term of office of president, protection from legal proceedings of the president, removal of president on grounds of incapacity, removal of president by impeachment, vacancy in the office of president, functions of deputy president, elections and swearing in of deputy president, vacancy in the office of deputy president, removal of deputy president, remuneration and benefits of president and deputy president, the cabinet, decisions, responsibility and accountability of the cabinet, secretary to the cabinet, principal secretaries, attorney general, director of public prosecutions, removal and resignation of public prosecutions.

xiii. Explicate on how the judicial authority will be exercised and legal system will work. Specifically understand how the judiciary will work in order to build the understanding and confidence of citizens in this important institution.

xiv. Engage citizens in interrogating possible election scenarios and their roles and responsibility in making the elections participatory, peaceful, free, fair and credible.

xv. Peace transformation approaches are used to further the work of peace building and pursuit of justice.

4.2.7 Research, Tracking, Intelligence gathering and Scenario building

Uraia's work will continue to be informed by evidence through the continued conducting of research e.g. a current baseline survey has been commissioned to be conducted by Society for International Development, whose purpose is providing baseline data for the implementation of the Uraia 5-year strategic plan. Uraia will continuously scan the constitutional implementation

environment and develop scenarios that will be instrumental in provoking action by different players; both state and None state actors. Already, Uraia has developed a Scenario on Elections – **Kenya Uchaguzi Scenarios**. Uraia has developed the scenarios to catalyze dialogue and prompt the asking of hard questions so that Kenyans may hasten the journey of preparing for future elections. Uraia has developed these scenarios as part of its predictive and pre-emptive framework that informs its planning and interventions. Uraia's work will also be informed by the changing regional and international trends that have an impact on the national stage.

4.2.7 Strategic partnerships, networking and collaboration

Uraia is already in different networking platforms with Usawa and Amkeni, KMP and Act, such as the Civil Society Media Support Group (CSMSG). Uraia is also representing the Programme Management Units (PMU) in Kenya National Integrated Civic Education (KNICE) programme.
In addition Uraia has been mandated by the DGDG – subcommittee on elections to develop a national civic and voter education framework towards the 2012 elections.
All these strategies are not only intended to ensure complementarities and minimise duplication, but also provide opportunities for joint learning in its efforts to achieve a democratic and just society.

4.3 RATIONALE FOR URAIA's THREE PILLARS AND STRATEGIES

Uraia's strategic plan 2011 – 2015 is thus anchored on three pillars; **Civic Education, Civic Engagement and Institutional Transformation.** Under each pillar are the strategies and approached described above will be applied to deliver on the specific pillar and ultimately deliver the strategic plan. These pillars are not mutually exclusive but are interconnected so that civic engagement and institutional transformation rely on quality civic education to succeed, while civic education relies on the two pillars to find an outlet.

Particular thought has gone into how each pillar will be delivered to ensure maximum impact so that under civic education emphasis will be given both to the quality of learning resources developed as well as the facilitators identified to deliver the learning. The civic education work has been designed such that it leads to citizens engaging in governance issues and the democratic transformation processes. Similarly, in civic engagement there is recognition that capacity building of civil society organisations is imperative for the realisation of citizen engagement towards the implementation of the constitution.

The different strategies articulated in this work plan have thus informed the costs allocated to the specific activities and strategies. These costs are reflective of the relative importance given to the specific activities which Uraia believes are key to the delivery of its strategic plan.

Various strategies (outlined above) have been applied to ensure that cost effectiveness, efficiency and effectiveness in delivery are addressed for example, Uraia's civic education work will be county based as opposed to constituency thus minimising operational costs. Additionally, civic educators will be identified and hosted by and within an existing implementing partner. This has implications on monitoring and management cost on the programme while it also provides an opportunity for the organisation to build its capacity.

Civic educators will be equipped to become a resource base in their community thus ensuring that citizens have access to information and learning as well as facilitative support to engage with governance issues at local levels.

4.4 IMPLEMENTATION METHODOLOGIES;

Uraia will largely use two methodologies to realize its results;

4.4.1 The Fund management and Grant making Facility;

Uraia will implement its two core strategies: Civic Education and civic engagement through implementing partners. In his regard, there will be a grant and fund management facility that will support Uraia to achieve its core objectives through the implementing partners. The Facility builds on the exemplary performance of Uraia's Financial Management Agent (FMA) KPMG East Africa and Programme Management Unit (PMU) established in December, 2007. The main functions of the facility would include;

- To provide fiduciary risk management.
- Administer the financing framework for all Uraia interventions and activities including contracting, compliance with funding protocols and procedures.
- Build the financial and technical capacity of sub-grantees and other partners.
- Develop the fundraising strategies.

- Administer the various funds operated by Uraia.
- Administer and protect Uraia's assets.

4.4.2 Limited Direct Interventions:

This will focus on areas where Uraia has a comparative advantage and where interventions have a National focus. This will cover the following areas:

i. **Development Civic Education and Engagement material and printing** – this will cover development and pre-test of developed Curriculum, Educational manual and a Source book. Other IEC materials to be developed include assorted [illegible]
ii. **Trainings of resource persons** - This will cover Training of Trainers (TOTs) and Training of Civic Educators.
iii. **Multi Media engagement** – This will cover development of radio programmes, TV programmes, Infomercials and New Media.
iv. **Forming strategic partnerships with both State and Non State Actors (NSA) for Civic Education and Engagement (CEE)** – This will cover facilitation of State and Non State Actors as well as provision of technical support and capacity building for partners.
v. **Organizing Uraia County forums** – These will promote Uraia's national presence while providing support for Civic Educators. They will still act as linkages between the communities and Uraia.
vi. **Networking and Collaboration** – Uraia will have vertical and horizontal linkages between partners. This will include building coalitions and caucus for Civic Engagement.
vii. **National Response Mechanism** – This will cover emergency response and rapid response initiatives to respond to any unforeseen occurrences
viii. **Strengthening CSOs coordination** – This will be key to improved programming, support and timely interventions by development partners and CSOs.
ix. **Institutional capacity building and support** – this will be facilitated by Uraia to all partners, both SAs and NSAs.
x. **Research, tracking, intelligence gathering and Scenario Building** – This will cover the constitutional implementation process including election process scenarios, outcome around the ICC process and devolution
xi. **Institutionalization process** – This will cover staff appraisal, recruitment, motivation and capacity building.

4.4.3 Mainstreaming Gender.

Uraia's programming is informed by its strategic plan and learning from previous programming which indicated that Uraia's work was not gender responsive. In order to deliver against its strategic plan, it is necessary for Uraia to mainstreaming gender in its work by integrating gender specific activities as opposed to programmes.

Uraia will continue to work with Usawa to ensure that both institutions' work can contribute to each other's learning and achieving maximum impact.

4.5 KEY ACTIVITIES;

4.5.1 Broad Activities contributing to Result 1 AND 3:

- Development of Civic Education Curriculum on the 2010 constitution, and voter education, Manuals and Source books. This will be at two levels: (i) There will be a national curriculum developed to be used for adult civic education throughout the country (ii) In partnership with the Kenya Institute of Education (KIE) a school based curriculum will be developed, designed to update the school curriculum and teaching of subjects that cover aspects of the Kenyan Constitution.
- Training of 302 female & male civic educators.
- Development of IEC materials (this will cover both education and engagement).
- Organize and coordinate the Uchaguzi Bora campaign through CSOs..
- Development of diverse responsive multimedia materials for civic and voter education.
- Facilitation & support of strategic Non State Actors to provide civic education.
- Support CSOs and other stakeholders involved in developing leadership capacity of women and especially those from marginalized communities

4.5.2 Broad Activities contributing to Results 2, 3 and 4:

- Facilitate establishment of a national framework for tracking implementation of the Constitution.
- Review of existing accountability systems in line with the New constitution and values

- Building Capacity of CSOs on aspects[3] of engagement.
- Networking[4] and collaboration with strategic partners
- Support to civil actions around the 4 Key Result areas
- Engaging, facilitating & supporting State Actors
- Support CSOs and stakeholders to raise awareness on the gender gains
- Support coordination of CSOs and networks advocating and monitoring implementation of the affirmative action within the constitution.
- Facilitate CSOs engagement with State Actors.
- Development of diverse[5] multimedia materials for civic engagement and voter education

4.5.3 Broad Activities contributing to Result 3 and 4

- Development and Operationalisation of a resource mobilization strategy
- Publish and disseminate findings of the Strategic plan baseline survey –
- Adoption, publish and implementation of the gender policy
- Research on various aspects[6] and establishment of resource centres
- Staff recruitment and orientation
- Capacity building for male and female staff on varied fields.
- Identification of partners through an open Call for Proposals[7] .
- Development of a gender sensitive capacity building strategy for CSOs
- Asset acquisition
- Monitoring, Evaluation, Reporting & Learning (MER&L)

5.1 OUTPUTS:

Uraia will deliver on the following outputs through its three programme components and strategies.

- An informed and educated citizenry is developed in Kenya that addresses its contextual realities.
- Female & male skilled civic educators trained to reach one million men & women in Kenyan with quality civic education.
- Accessible, understandable, relevant and practical educational and informative gender responsive civic education materials Developed.
- Development and use of gender responsive multi media approaches for civic education that utilizes local and national radio, TV and print as well as the new technologies of internet and messaging.
- CSOs supported and developed to support a cadre of trained male & female civic educators and facilitation of civically educated.
- Increased levels of citizen's engagement and commitment to Public affairs.
- CSOs supported to effectively facilitate civically educated men & women to engage in local, regional and nationals' issues based on the implications and applications of the new constitution and on the participants areas of concern and interest.
- Increased levels of participation and engagement of men & women in public affairs including advocacy and lobbying, research, net working, monitoring and tracking devolved governance and funding and other local and national developments.
- Use of gender responsive multi media approaches for civic engagement that utilizes local and national radio, TV and print as well as the new technologies of internet and messaging developed.
- A National Organization leading on Democratic Transformation for gender responsive reforms is established.

5.2 URAIA'S BROAD RESULTS AT OUTCOME AND IMPACT LEVEL

KRA 1: Entrenching the Constitution,

✓ Increased Kenyans to respecting, upholding and defending the constitution

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[3] The assumption is that these CSOs already have certain competencies in advocacy and Uraia's role will be to enhance them

[4] Networking is both horizontal and vertical synergies

[5] Gender, youth, PWDs, Marginalized and minorities

[6] Research on all laws of Kenya that are compliant and inconsistent with the new constitutional dispensation

[7] This will ensure that Uraia remains open to all Kenyans

- ✓ Positive change of mindsets and attitudes by Kenyans on impunity and corruption
- ✓ Developed culture of Constitutionalism and rule of law

Indicators

1. Number of Kenyans embracing the new culture within the new constitutional dispensation
2. Number of cases reported on impunity and corruption
3. Number of civic actions to stem these negative culture
4. Reduced number of incidences of impunity and corruption

KRA 2: Free and independent Judiciary,

- ✓ Trust and confidence built amongst all persons on the Judiciary
- ✓ Use of alternative dispute resolution mechanisms
- ✓ Restoration of human rights and justice in Kenya

Indicators

1. Reduced number of back log cases in courts
2. More Kenyans accessing the Judiciary
3. Number of alternative structures strengthened
4. Number of vacated decisions of the previous Judiciary
5. Number of statutes from the former constitution declared unconstitutional
6. Number of cases upholding/re-affirming the rights of citizens

KRA 3: Free and Fair Elections,

- ✓ Enhanced quality of necessary legislative and institutional infrastructure to support coming elections
- ✓ Enhanced commitment by Kenyans to participatory, peaceful, free and fair elections

Indicators

1. Number of Kenyans participating in elections
2. Number of necessary election related legislations enacted and credible institution(s) established
3. Levels of issue based political organizing
4. Reduced incidences of violence reported
5. Reduced incidences of electoral malpractices
6. Reduced numbers of assisted voters and spoilt ballots

KRAs 4: Promoting participation of Kenyans in political processes with focus on women, PWDs, youth, marginalized groups and minority communities,

- ✓ Interests by women, youth, PWDs and professionals willing to participate in public affairs and political processes including running for public office
- ✓ Emergence of alternative leadership based on national interests and priorities

Indicators

1. Number of persons from marginalized sectors running and elected to political positions
2. Reduced incidences of violence against women reported
3. Number of senior positions occupied by the marginalized sectors in political parties leadership
4. Number of candidates embracing issue based politics and campaigning
5. Development of party and individual manifestos used and level of understanding by electorat

6.0 MONITORING, EVALUATION AND REPORTING (ME& R) STRATEGY

Uraia has developed a monitoring and evaluation framework (Annexe 1) that will be instrumental in tracking progress towards realization of its goals and objectives.

Monitoring will be done through;

- **Reporting/analysis** – obtaining and analysing documentation from the programme that provides information on progress (annual or quarterly progress reports, work plans etc). These reports will come from all implementing partners both state and non state actors working on civic education and civic engagement. These reports will also include financial management reports.
- **Validation** – checking or verifying whether the reported progress is accurate or not (field visits, external assessment, client feedback or surveys, etc). Uraia staff and also external consultants who will conduct for example midterm evaluation will carry this out.
- **Indicator Performance tracking**: Uraia will develop an Indicator performance Tracing Table that will capture all quantitative indicators drawn from its strategic plan. Data from different reports will be used to fill in the information in this table, and facilitate tracking of progress. I
- **Participation** – obtaining feedback from partners and beneficiaries on progress and proposed actions (focus group discussions, steering committees, stakeholders meeting, etc). The data collected will be shared on the programme delivery and develop a consensus on actions to be taken and adapt a strategy to ensure optimum performance.. Feedback from stakeholders will be used to assess outcome achievements and reorient direction as needed.

6.1 MONITORING TOOLS

The key monitoring tools to be used include:

(i) Monthly Monitoring: The tool will monitor outputs/activities and will be seeking to answer the following questions:

- What had we planned to do?
- What did Uraia Do?
- What were the deviations?
- What did we learn from the process?

The indicators will be quantitative and deviations will rather be operational rather than strategic issues. Uraia will also monitor Budgets vs. the actual expenditure to track the disbursement of funds and also the expenditure on implementing partners. This information will be got from the field through field visits or through partner's reports.

Indicator Performances Tracking Table (IPTT) will be utilized to continuously assess how progress is being made in the attainment of outputs/outcomes.

(ii) Quarterly reporting: This tool will be monitoring how Uraia will influence its environment for change. It will respond to questions of;

- How did Uraia interventions sites respond to programme outputs/activities rolled out every month for the last three months?
- What had Uraia expected to happen?
- What were the deviations?
- What were the lessons learned.

Unlike in the output tool where the indicators are quantifiable, in this tool we can only quantify about half and the rest will be qualitative. Uraia will in addition, monitor resources utilisation which will tell us how resources are being used and also whether there is value for money or not. This will ensure tight resource control and as well as linking resources to attainment of specific results.

(iii) Annual Monitoring and reporting: This tool will monitor at impact level. It will be asking the questions of:

- What changed over the last one year?
- What had Uraia expected to change?
- What are deviations?
- What were the lessons learnt.

At this level Uraia will also be monitoring utilisation of resources and will rationalise budget variances against deviations in programme achievements and vice versa.

The tool begins to documenting the sum total of the quarterly results. It will be seeking to ask the question of whether the results are culminating to some change. Deviations from expected change will be compared against indicators/impact. The tool will also assess lessons learnt and how they were applied to inform programming of the subsequent period.

(v) An implementer's forum: will be organized once every year, which will bring together all the implementing partners to discuss progress, identify gaps, challenges and lessons learnt. Recommendations from these forums will inform the programming for the subsequent year.

(vi) Policy Tracking Tools:

Governance and democratic transformation tracking tools: Legal administrative and institutional Uraia will develop a tracking system to track the progress towards realisation of institutional reforms as articulated in the constitution 2010. The tool will be analysing all policies on their effectiveness and making recommendations on improvement of a particular policy. This tool will be applied depending on the implementation strategy of the policy.

(vii) Midterm review of Uraia's strategy

An External Midterm review of Uraia's strategy will be carried out to identify progress made in implementing the strategic plan, issues and challenges affecting realization of outcomes towards supporting the achievement of the overall goal, and lessons leant. Based on the outcomes of the midterm review, recommendations will be made for the remaining half of the strategic plan.

(viii) End Term Evaluation.

This will be carried out after the five years of the implementation of Uraia's strategic plan. It will seek to assess the impact of Uraia's work in relation to its goals and objectives. The evaluation will identify key challenges, lessons learnt and make recommendations for the next strategic plan focus to enable it to support achievement of overall institutional goals.

6.2 COORDINATION OF M E & R

For effective M&E, information from various sources will be

- Used for programming, planning and advocacy purposes at each level of civic education and civic engagement programme implementation.
- Filtered and summarised so that only relevant information is sent to various levels of programme implementation.
- Disseminated to stakeholders within the country.

The dissemination of M&E results will be timely and responsive – responding to needs and public demands. This is expected to serve strategic purposes, including;

- Sharing information for strategic interventions and planning.
- Providing feedback on the efforts and resources committed towards civic education and engagement and mapping lessons learnt and challenges that need strategic focus.
- Increasing the public, donor and government commitment towards democratisation process in Kenya.

6.3 ROLE OF IMPLEMENTING PARTNERS IN MER&L

These are agencies that involved in supporting or implementing activities in specific target areas. Implementers include CSOs, consortiums, strategic partners-state and non-state actors. They will be reporting through relevant monitoring systems on programmatic activities and outputs as indicated in the previous chapter. Specifically they will be responsible in;

- Monitoring and evaluating activities
- Using existing systems/developing M&E sub systems that utilise existing structures
- Mainstreaming M&E for civic education in their M&E systems.
- Utilisation of the data collected for decision making within the institution;
- Submitting reports to Uraia.

Uraia has its results and outcomes anchored on its Strategic plan. Consequently the implementing partners (or sub grantees) reporting framework will involve, reporting on activities implemented, outcomes and results every, 3 months -programmatic & financial, - lessons learnt and challenges. For projects being implemented for 3 years or more Uraia will require midterm reviews and reporting, highlighting any proposed changes.

Uraia will analyse reports and data from implementing partners, strategic partners, and any other actors to generate timely reports to the donors as required in the agreements with specific donor partners. The reports will focus on results realized, lessons learnt and key challenges.

6.4 RESPONSIBILITY FOR ME& R WITHIN URAIA

Following the implementation of NCEP II and its evaluation, Uraia decided to transition from a programme to a National Trust led and owned by Kenyans. The trust has established a secretariat that will be responsible for the implementation of Uraia's work and institutionalising learning. The secretariat's structure is designed to ensure that at all levels monitoring and learning is taking place and that the learning is being institutionalised.

The Executive Director has overall responsibility for ensuring delivery against Uraia's strategic plan leads the secretariat. The Head of Programmes oversees the realisation of Uraia's programmatic goals and impact while the various Managers (Civic Education, Engagement and Institutional Transformation) are responsible for the articulation and achievement at the outcome level. The programme officers are in turn responsible at output level.

In addition to this management structure, the Institutional transformation manager is the dedicated M& E officer; responsible for bringing together all of Uraia's monitoring and evaluation work.

7.0 INSTITUTIONAL BACKGROUND URAIA TRUST & STAFFING PLAN

7.1 BACKGROUND OF URAIA TRUST

Uraia traces its history to the establishment of The National Civic Education Programme – (NCEP I) in 2000, against a backdrop of increased demand for democracy and good governance, when a formal partnership of 70 indigenous Civil Society Organisation in Kenya and a group of donors signed a memorandum of understanding that outlined the basis of cooperation. NCEP I's aim was to consolidate a mature political culture in which citizens would be more aware of their rights and responsibilities and would participate effectively in broadening democracy in the county. The programme was instrumental in the change of regime in Kenya following the 2002 elections.

After the peaceful elections in 2002, it became clear to NCEP that while civic education had played a critical part in enabling Kenyan citizens to understand the relationship between them and the state, the new political environment and the push towards constitutional reform would require a drastic restructuring and reviewing of the programme. This resulted in significant changes in the way the programme was managed and run, particularly in relation to its management and branding. It was particularly felt that the Programme needed to develop Kenyans' a sense of belonging to the country by promoting the idea of citizenship and all that it entails, including patriotism, loyalty, and respect for the law.

NCEP's second phase was thus re-branded ***Uraia***, the Kiswahili word for ***citizenship.*** In 2005, the NCEP's second phase (Uraia) shifted its focus to five key areas that were considered critical under the new political dispensation: nation-building; democratization; good governance; constitutionalism; and human rights, with the three cross-cutting issues of environment, gender and HIV/AIDS. NCEP II was implemented from 2005 to September 2007 with a break to allow voter education for the General Election for 2007. Following the violence triggered by the results of the general election in December 2007, development partners and other stakeholders pulled resources together to respond to the crisis through Uraia under the National Response Initiative (NRI). NRI was a rapid response mechanism implemented from April 2008 to June 2009 and aimed at promoting peace building and conflict resolution. Uraia contracted 43 implementing partners to implement the National Response Initiative
In 2010, Uraia begun initiating mechanisms through which the programme could become more self-sustaining and less dependent on the donor driven . Kenya's National Civic Education Programme (NCEP II) has now been transformed into a Trust. This process is in line with implementation of the findings of the NCEP I & II internal and external evaluations as well as the actualization of the Paris Declaration on Aid effectiveness. The Uraia Trust established in 2011, seeks to help the people of Kenya have a sense of belonging and identity that is strongly shaped by being one people in one nation – an identity that supersedes rather than replaces all the other more local sense of belongings and identities they have. The Uraia Trust has been envisaged to allow for longer-term planning and bringing in synergy to the programme and enable it to reach a larger number of citizens and stakeholders wishing to be part of the country's reform agenda.

7.1.1 Uraia's Work

Uraia played a significant role in civic education and influencing of various players, which ultimately led to Kenya getting a new constitutional dispensation and by extension the birth of a New Republic. This is clearly demonstrated by Uraia's engagement with the statutory bodies set up as well as the line ministry to actualize the recommendations under the Agenda 4 of the Kenya National Dialogue and Reconciliation process. In an effort to support the commissions' civic education components, Uraia set aside a total of KShs. 150,000,000. Uraia also extended technical support including capacity building and development of concepts and relevant materials and helped improve linkages between the government and civil society. In addition, 1,276,670 hard copies of both the then Harmonized Draft Constitution of Kenya (HDCK) and the then Proposed Constitution of Kenya (PCK) were disseminated throughout the country by Uraia and through Uraia networks, while the soft copy version was widely circulated to our network.

Since Uraia embraced evidence-led and outcome based interventions, it worked closely with different Social Research institutions in an effort to ensure strategic interventions were tailored. During this period its interventions were informed by scientific information (both the Uraia Baseline Survey and the different opinion polls carried out by Synovate and Infotrak Harris) and this meant that the approaches, methodologies and targeting were impactful – research for instance showed

that the choice for Kenyans during the referendum would be informed by what their leaders (both political and community) recommended; it was therefore necessary to specifically target these leaders and this was the basis of our engagement with religious leaders (both Christian and Muslim), the Nubian Community Elders, the Super Minority elders, Parliamentarians etc.

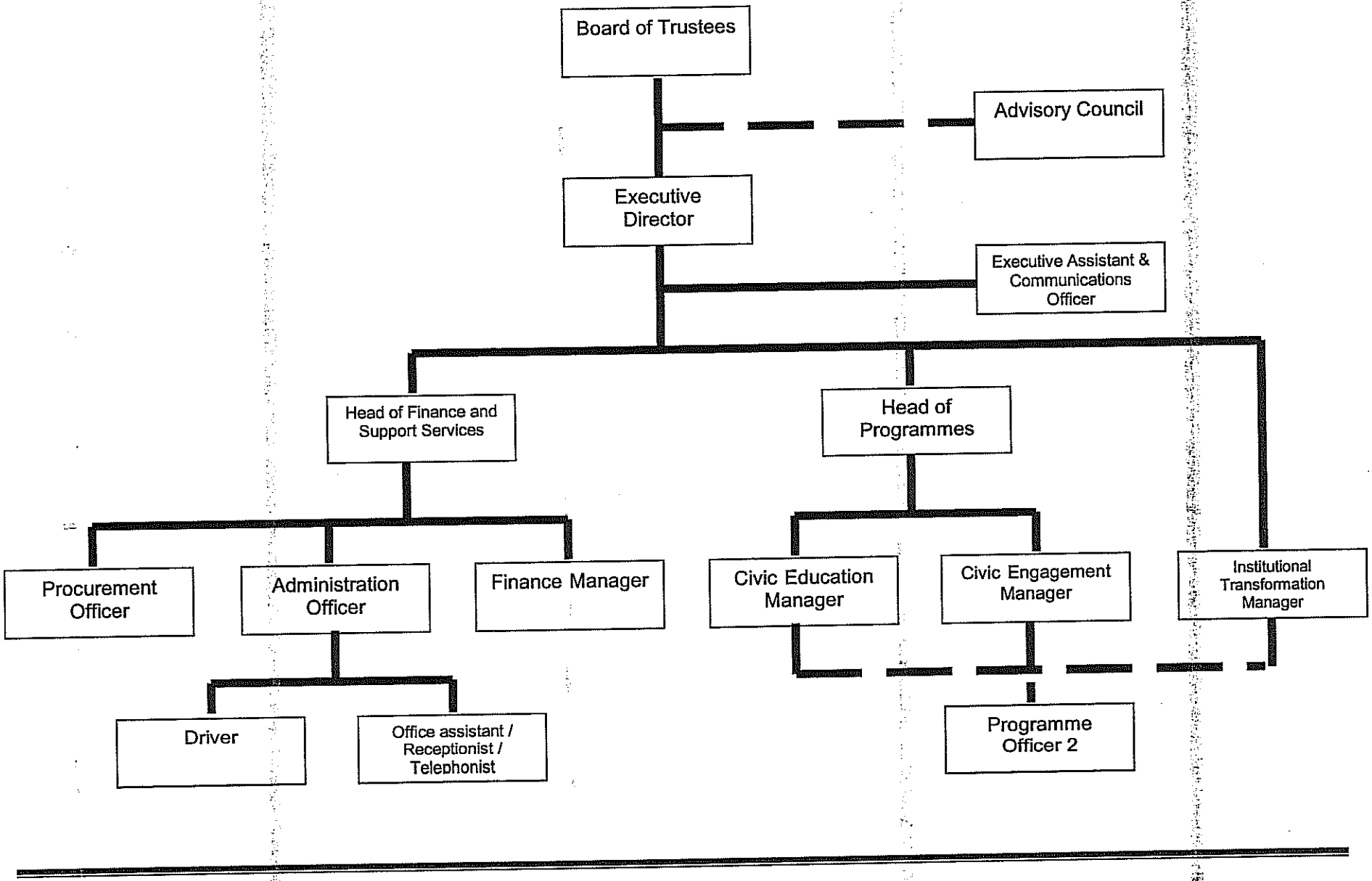
7.2 URAIA' S STAFFING PLAN

Uraia leadership has registered a body, the Uraia Trust, as the institutional vehicle through which the programme will be implemented. The governing body is a Board of Trustees (BOT) of **7** members who are ultimately responsible for giving Uraia its strategic direction. In addition, the Uraia Trust has an Advisory Council established to facilitate wider representation of stakeholders.

[illegible] the Executive Director, who performs the roles of the chief executive and secretary of the board. He is in charge of implementation of the strategy of the Uraia Trust, and day to day management of Uraia's activities. He is supported in the day-to-day running of the Uraia Secretariat by a management team consisting of a two heads of Department: (i) Head of Programme , who has the role of providing leadership in programme planning and management and ensuring that the trust's programming is aligned to its strategic plan and direction, for the Programmes Department, and (ii) Head of Finance and Support services who oversees the financial and administrative support provided to the Trust programmes, for the finance and support Services Department.

Below the heads of Programme are three Managers, with each of the Uraia Pillar being managed by a Programme Manager: Civic Education Manager for the Civic Education Programme, Civic Engagement Manager for the Civic Engagement Programme, and a Manager for the Institutional Transformation Programme. Both have various other staff appointed by the board of trustees (or the Executive Director) working under them. Below the Head of Finance and Support Services, is a finance manager, a Procurement Officer, and Administration Officer.

See organizational structure below: needs to be reviewed to integrate the institutional pillar.


Board of Trustees
Advisory Council
Executive Director
Executive Assistant & Communications Officer
Head of Finance and Support Services
Head of Programmes
Procurement Officer
Administration Officer
Finance Manager
Civic Education Manager
Civic Engagement Manager
Institutional Transformation Manager
Driver
Office assistant / Receptionist / Telephonist
Programme Officer 2

During the transition period between July 2011 to June 2012, KPMG East Africa who has served as the financial Management Agent during NCEP 1 and 11, has been retained to provide advisory and quality assurance services. This was found necessary in order to ensure a smooth transition and management of fiduciary risks during this critical stage.

8.0 RISK ANALYSIS AND CHALLENGES

The 2010 Constitution provides the framework for the transformation of Kenya into a more just, progressive and democratic nation. The promise of the new dispensation is dependent on two factors; first in the implementation of the new constitution attention is directed at internalizing the new constitution at all levels and building a strong institutional base with the attendant requisite competencies and leadership. We call this the constitution construction aspect. The second aspect requires the systematic deconstruction of the old order perpetuated by the former constitution. Within these two aspects lie the greatest challenges and risks facing the infant constitution. We will seek to highlight some of those in this summary brief.

(i) Delays in the Implementation of the Constitution

Delays will at best defer various parts of the constitution from coming into effect and the worst case scenario will be the complete circumvention of the new constitutional order. Complications arising from the delays may include:

- The continuation of functioning of the discredited judiciary may undermine the new constitution for a while. The new constitution has designed a process to purge this institution radically. Existing judges are given the option of resigning or go through a process of vetting, (which in Kenya is informed by the failure of the radical surgery), which will completely uproot corrupt, lazy, under qualified etc officers from this Branch of government. Delay in effecting of a fair and radical vetting legal frame work not only give the existing judiciary jurisdiction on matters arising from the new constitution but accord it an opportunity to unravel it through their lenses. In fact the period of vetting need to be extended as we are already almost one year in the implementation of the constitution. Further, the participation of Kenyans in the vetting process is critical in providing credible information that will lead to the resignation, removal and/or retention of serving judicial officers. The quality of participation will determine the thoroughness and/or fairness of the process.

- We appreciate the existing Judicial Service Commission has jumpstarted the radical transformation of this important arm of government. Further, the appointment of Justice, Dr. Willy Mutunga and Justice, Nancy Baraza as Chief and deputy chief Justice will increase the intensity, pace and substance of judicial reforms. As celebrated reformers they could act as the vanguard of the implementation of the constitution and democratic transformation of Kenya. The completion of the constituting of the Supreme Court will solidify the ethos of change. The judiciary will be unveiling their transformation agenda soon. This transformation plan will only work if it receives the necessary technical, financial and citizen backing,

- We acknowledge the efforts of the Commission on the Implementation of the Constitution (CIC). We believe as the Commission enhances its institutional base it will become more effective for example the commission needs to hire competitively a credible secretariat to increase its efficiency. The legislative agenda will continue to be held hostage by the complex methods of generating bills via the executive branch involving government departments, institutions, ministries, the cabinet sub-committee on the implementation of the constitution, the ministry of justice, constitution affairs and national cohesion, and the cabinet. So far most of the bills transacted did not respect the time frame established by the constitution. CIC needs to enhance its ability to coordinate and influence.

- The Commission on Revenue Allocation (CRA) has so far interpreted its mandate in such a narrow sense that it borders on offending the 2010 Constitution. The commission is mainly A mechanism designed to bring objectivity to the allocation of resources generally. Specifically, it provides the institutional framework for sharing of resources between the national government and the devolved governments, between and within governments. Further, it is supposed to make recommendations on how to actualize principles of equality and equity in resource allocations as well as in the Operationalisation of the equalization fund. Their decision not to participate in this year's budgetary process means the executive arm of government will continue to allocate resources without the benefit of an objective criteria and the necessary consultative process. This also limits the role of parliament in participating in negotiations in the national division of resources and directing resources to support development and the implementation of the constitution.

- The establishment of the Independent Electoral and Boundaries Commission was delayed. This means the window to set up the necessary infrastructure and competencies has contracted and the IEBC will require critical technical and financial support to deliver the credible elections in 2012. Failure to do this may lead to the deferment of the elections and undermining of the implementation of the constitution.

(ii) Implementing the constitution using subterfuge.

There is real danger that those who were opposed to the adoption of the new constitution will seek other means to circumvent it. Some possible threats include:

- The many politicians from all political parties who were opposed to the constitution, "the water melons", will re-group and seek to destabilize the implementation through political organization and actions for example using the snail speed in enacting constitution enabling legislation.

- The religious zealots who campaigned aberrantly against a new constitution order will also continue to oppose the constitution but their approach will focus on using the referendum by popular initiative as means of recreating the referendum conditions which were quite profitable for them. We should look out for the raising of religious tensions towards the 2012 elections. We should not be surprised if a number of them choose to run for public office and/or support specific politicians or political causes and platforms

  Both the above categories will also use the Judiciary frequently particularly before its transformation.

- The ruse to undermine the constitution could also take the form of saddling critical reform institutions with untested "professionals" with "excellent" paper qualifications but without any track record for standing for democracy or human rights. The second part of this approach will include excluding many of human rights advocates and those who have demonstrated commitment and championed for a new constitution order. The third part may include allocating inadequate resources, interfering with their independence and creating crises of confidence including the using of bag of tricks perfected under the former constitution. This process at times will be facilitated by a controlled vetting process sheltered from public scrutiny and grounded in political deals and horse trading.

(iii) Continued Corruption and impunity in Kenya.

The lack of political will to tackle corruption and impunity will fundamentally undermine the implementation of the constitution, development of constitutionalism/the rule of law in Kenya. Also given our history, we need to be especially vigilant that the coming elections doesn't act as a catalyst that sees a spike in corrupt activities in government, politicians and political correct "business men" like it has happened in previous elections. Already signs of questionable deals in government have started to emerge. Those who benefited greatly by these twin evils will fight tooth and nail to oppose the deconstruction of the old order and construction of a new one. The battle to fight corruption needs to be waged bearing in mind that the vice is deeply entrenched and enjoy the support of ill gotten wealth and political patronage Without concerted efforts to fight corruption the 2010 constitution may remain a vision on paper – we could end up having a constitution without constitutionalism.

Levels of poverty and unemployment in the country

The levels of poverty and unemployment in the country compounded by raising cost of living and famine and shortage of food makes many Kenyans susceptible to the seduction of politicians and networks of corruption on one level. On another level, it creates apathy from matters of national importance particularly among the marginalized communities and geographical areas. Any interventions designed to interest Kenyans on matters of national priorities such as elections must factor in the status of the people; For instance how do you carry out civic and voter education to impoverished and starving populace.

(iv) Complications that may arise from ICC indictment

This will mainly involve actions orchestrated by those facing charges or close to them. Some of the complications will include:

- Raising the ethnic card and the politicization of the ICC process
- Pressurizing the coalition government not to arrest and hand over the suspects who ignore summons
- Incitement and break up of violence and/or insecurity in parts of the country where suspects come from
- ICC charges will lead to political realignment in government, parliament and in the country. The new alliances may decide to proactively alter the character of the coalition government at the apex of government through parliamentary actions. This anti ICC alliance may also choose to bide its time and build a "winning" general elections combination for 2012 or trigger early elections through artificial parliamentary impasses and filibustering. An alliance with such a genesis will naturally be anti reform and seek to turn the constitutional clock – anticlockwise:
- The ICC prosecutor may fail to get the consent of the pre trial chamber to indict. If the chamber finds that the prosecutor did not meet the threshold required to meet crimes under the Rome statute that may have the effect of embodying the suspects and sending the wrong message to the networks of impunity. A similar outcome will obtain if the full measure of the court process was to find the suspect innocent
- Possibility of the media playing a negative role particularly local language FM stations and the reality that some political players and/or their fronts have and are investing in various media outlets and formats.

(v) Risks related to security issues

The former constitution placed the security and discretion and power to use the monopoly of violence in the presidency. The new constitution tampers the arbitrariness of using state security instruments by bringing the state organs under civilian control and parliamentary oversight. Some of the risks associated security includes:

- Lack of movement in setting up constitution security organs will delay and affect efforts to transform institutions such as the police force. In turn this will undermine the rule of law and upholding the bill of rights
- The security organs will continue to be politicized and remain under the control of the executive without enhanced accountability of envisaged by the constitution
- In heighten political atmosphere and raising unemployment among the youth the possibility of formation of gangs and militias is high. The impending 2012 elections will further exacerbate this phenomenon, it is important to note every election held in Kenya had violence. Only the 2002 and 1962 elections had low levels of violence and be said to have been free and fair elections in the history of our country
- We need to also keep tabs on insecurity coming from neighbouring countries – Somalia, Ethiopia, Sudan and possibly Uganda.
- Implications of Kenya being at war will unfold in the course of time, but may include – legal and constitution, security and safety, economic and social as well as military and political complications.

(vi) Complications related to 2012 elections and succession politics

Early campaigning may lead to the slowdown of the implementation of the constitution. Also issues of the current president exit and likelihood of run offs.

(See the Kenya Uchaguzi Scenarios— related documents)

(vii) Complications Arising from Devolution

One of the features of the constitution that has the greatest opportunity to transform Kenya is the devolution of power and the establishment of the devolved system of government.

- The first complication may arise if devolution is not implemented in line with philosophy, design and architecture established by the constitution. If implemented badly the structures may not have the necessary strengths and ability to play the constitutional role they were meant to. This may lead to unequal relationship between the national government and county Governments particularly given the circumstance the existing National Assembly (NA) will also make enabling legislations setting up and articulating the roles and responsibilities of the county governments, senate and the Office of the Governor.
- Secondly, the constitution envisions asymmetrical implementation of devolution. If this is not implemented carefully it may lead to further marginalization of historical marginalized areas. Those counties that have capacity and relatively developed Infrastructure may start ahead of others and may culminate into a two speed devolution – those with capacities e.g. Nairobi and other big towns on one hand and those for rural and other marginalized areas.
- Thirdly, delays in setting up the devolved structures will undermine the governance institutional arrangement envisioned by the new constitution. Further, the lack of proper interpretation of constitutional principles may lead to human rights abuses, corruption and ethnocentrism at the devolved level without adequate capacity to handle them.
- Conflict arising from intra and inter factors on the ground. For example, almost all established counties have boundary disputes with neighbouring counties and within counties. There are also disputes covering even where will be the headquarters of counties will be in many of these counties.
- Lack of clear capacity building strategy may leave many of these county governments without the necessary competences to deliver basic services.
- Formation of new minorities and new frontiers and/or triggers of conflict within and between counties.

(viii) Resource mobilization challenges.

All aspects of the constitution implementation will require enormous resources to be allocated to both state and non-state actors. High levels and timely allocation of resources will make a big difference on how quickly the constitution is entrenched in the national psyche and state institutions.

(ix) Challenges related to the complexity of the reform agenda.

The implementation of the constitution and attendant reform agenda is the most complex and ambitious Programme ever undertaken in the history of Kenya. It is multi faceted and inter-dependent and requires multi tasking and high levels of coordinated actions and interventions. It calls for different types of transformative organising for example the value base of the constitution require ethical organising and structures. It also requires the transformation of the mindset of the former constitution.

(x) Challenges of Dealing with Citizen Expectations

Kenyans, expectations can be grouped in two broad categories namely great expectations and cynical resignation. The majority of Kenyans fall in the former category and may face disappointment that may in turn lead to alienation. The latter category disarms people into in action. We need to tamper these two groups with informed optimism that is based on knowledge and skills that allow citizens to play an active role in transforming Kenya.

8.1 MITIGATIONS OF THE RISKS AND CHALLENGES

The above risks will be mitigated by:

1. Investment[8] in CSOs to promote public participation in terms of demand driven pressure for accountability of the leaders on their actions.
2. Investing in strong education and engagement components.
3. Integrating strategies of encouraging, building and expanding leadership.
4. A robust media component to deal with misinformation and incitements.
5. Strong coordinated civil society working with state institutions including parliament to fast track reforms.
6. Strong rapid response framework.
7. Excellent intelligence gathering mechanism and capacity to respond to emerging issues coupled with a structured M&E framework.
8. Building adequate resources for the above actions.
9. Investing in more effective methods and approaches and demanding value for money in the delivery modes.
10. Organizing differently- including ensuring CSOs are complaint with the 2010 constitution.

Other proposed mitigating measures, particularly those related to elections, are articulated in the attached elections scenarios,

9.0 CONCLUSION

The first year of Uraia's five year strategic plan is critical in laying the foundation for the success of the whole strategic plan. It will lay the necessary infrastructure for continued growth and cast us in the right trajectory for consolidation and the pursuit of sustainability. Given our nature of finding relevance through the alignment of our thematic concerns to national interests and priorities, Uraia will play a critical role in two extremely important national processes namely the continued efforts to implement the Kenyan constitution with fidelity and working with Kenyans to build a critical mass committed to making the coming general election participatory, peaceful, free and fair. Our past experience, existing capacity and competencies within the context of the trust and confidence Kenyans have in our Programme puts us in position of responsibility and ability to deliver on our programmatic goals. Our nationwide infrastructure and partners are ready to commit and start the hard work necessary to secure the well being of our nation they are waiting on the start whistle to be blown!

10.0 BUDGET: ATTACHED IN EXCEL.

[8] Includes capacity building for Uraia and CSOs

ANNEXE I UCHAGUZI BORA INITIATIVE

Uchaguzi Bora is an Uraia initiative designed to contribute to national efforts that will make Kenya's next general elections - participatory, peaceful, free, fair and credible elections. It seeks to use the promise, opportunities, values and ethos envisaged by Kenya's constitution as the basis and framework of ensuring the credibility of the coming elections.

4.2.6.1 Context:

The coming general elections will be influenced fundamental by the memories of two electoral processes that occurred in 2007 and 2010 in the country. The bungled, hotly contested and disputed, general elections of 2007 and its legacy of post elections violence that undermined our nationhood and almost disintegrated the state. And the relatively participatory, free, fair and credible referendum held in 2010. Lessons learned from both processes will inform our interventions for the coming elections.

Two reports, of the institutions established to investigate the circumstances of the 2007 elections and give recommendations that will immunize Kenya from future electoral disputes and conflict, proposes radical reform on the theory of representation, constitutional and legal framework and the institutional mechanisms for holding elections in Kenya. The recommendations of the Independent Review Commission on the General Elections held in Kenya on 27th December, 2007 (IREC) popularly known as the Kriegler Commission and the Commission of Inquiry into Post

Election Violence (CIPEV) popularly known as the Waki Commission, have been comprehensively addressed through the constitutional review process. The challenge is in the entrenching of the constitutional provisions through the internalization its ethos and values and the development of the legal and institutional framework that is required to secure future elections in Kenya.

The referendum held in 2010 demonstrated that even with an interim electoral body that is professional and independent coupled with a relatively facilitative infrastructure and an active citizenry is enough to produce credible results. The experience garnered in fashioning a national critical mass determined to influence the character and outcome of an electoral positively for example Uraia's initiation and management of the Katiba Sasa Campaign will be critical in Programming for the coming elections.

4.2.6.2 The Uchaguzi Bora framework

Based on the learning in NCEP I and II, the NRI and the Katiba Sasa Campaign we have developed the Uchaguzi Bora Initiative to have the following features;

i. The initiative is based on an ethical construction that will establish the values and principles that will guide the intervention.
ii. The framework will be based on the Uraia strategic pillars that are - provision of quality civic education based on national priorities, provision and utilization of quality mechanisms that facilitate citizen participation through the civic engagement pillar and embracing democratic transformation and institutional development that enhances effectiveness of civil society organizing.
iii. The implementation strategy involves multiple actors, both state and non state actors, using a variety of methods and carried out throughout the country. These will include Uraia strategic partners as well as those who will respond to a competitive call for proposal.
iv. The affirmation of social sectors and geographical regions that have historically been marginalized and/or face difficult circumstances. The Uraia intervention in the constitution review process fully involved the following sectors in its interventions; women, persons with disability, youth, marginalized communities and groups including minorities through our affirmative action policy and Programme.
v. Uraia approaches will be used in the implementation of the Uchaguzi Bora initiative including a rights based approach, use of non violent mechanisms and techniques, adult education approaches and other participatory approaches such as theatre arts and film for development.
vi. The civic education component will include face to face interactions including focused group deliberations, workshops, town hall meetings, organized audio listening, film and theatre watching audiences etc. These relatively small groups' activities will be complimented by large scale engagements such as open air performances and concerts.
vii. The Civic Engagement Component will include advocacy work, networking and building a national coalition working for credible elections.
viii. Use of centrally produced information, education and communication (IEC) materials that take into account national and local relevance and based on creativity and /or longevity of application. The materials will be developed to take

into account gender and disability needs and will mainly be done in Kiswahili and English although a number of other Kenyan languages will be used strategically.

ix. Uraia have extensive knowledge, experience and expertise of using multimedia in civic education and communication but our strategy has shifted from mainly using of expensive mainstream outlets and platforms to citizen based platforms including the use of community theatre arts and radio, social media and below the line media e.g. folk media.

x. Based on evidence led interventions and result based organizing and management that will increase Programmatic and institutional effectiveness as well as the ability to demonstrate results.

xi. The use of Uraia's Nation Response Mechanism which has enhanced our conflict and emergency preparedness – through our ability to track events in the country, predict and pre-empt conflict, respond and/or intervene rapidly in emergencies based on our early warning system etc.

xii. Based on the strategy of strengthening of civic society based on the principle of building national coalitions, learning to work together including needs and gaps analysis, joint mapping, coordination, monitoring and evaluation etc. This approach was promoted effectively in the run to the referendum and involved the development of coordination mechanisms involving civil society, government organs and development partners. We intend to work with, among others, from government relevant ministries, the CIC, IEBC, NCIC and the KNHREC; from civil society we will work with about one hundred organizations and networks and platforms including the Uwiano platform, Uchaguzi Platforms etc; we will also work closely with other funding mechanism such as the United Nations mechanisms such as the U.N. Women Programme Usawa and the UNDP governance facility Amkeni Wakenya.

4.2.6.3 The Components of the Uchaguzi Bora Initiative;

The Initiative will have the following features –

- An ethical framework.
- The Uchaguzi Bora Campaign- that will include civic and voter education, civic engagement and democratic transformation and institutional development.
- The National Response Programme.
- The multimedia Programme.
- The Fund Management and Grant making Facility.

4.2.6.4 The Uchaguzi Bora Initiative is anchored on the following broad principles:

i. Respect and promote human rights and social justice. We are committed to implement the values, human rights and social justice principles established by the Kenyan constitution. We will also respect the Uraia values of integrity, professionalism, equity, equality and objectivity/non partisan.

ii. Mainstream gender equality and equity while focusing on promoting women and girls rights.

iii. Focus on the participation of the people of Kenya that will lead to actions and interventions that will ensure elections are peaceful, free, fair and credible. We will use an inclusive approach that afford equal opportunity to all Kenyan people to participate and also affirm the participation of women, persons with disability, youth, marginalized community and groups.

iv. Use the rights based approach and incorporate adult education principles in learning activities.

v. Focus on providing support and facilitation of the work and efforts of the IEBC, NCIC and other state organs involved in various aspects of management of elections on civic and voter education and promote the ethical standards identified by the law and agreed upon by the stakeholders;

vi. Focus on participating in and providing support to four national initiatives. Two national platforms that will have important input in the country's continued stability and the electoral process that are the Uchaguzi platform and the Uwiano platform. And two national processes that will track monitor and evaluate the electoral process namely the Electoral Observation Group (ELOG) and the mechanism that will be established to monitor the media in Kenya.

vii. Develop civic and voter education that explains the context of the next general elections in the light of the disputed 2007 elections. The complications of the last general elections including the post election violence and lessons learned should be the basis of informing citizen actions and interventions. Kenyans will need to fully appreciate the future wellbeing of the country; the implementation of the constitution and continuation of reforms in the country is dependent on how credible the elections are.

viii. Develop civic and voter education that explain the constitutional imperatives and how those have re-configured elections and politics in Kenya. It should look into levels of government, political offices created, and the framework to expand citizen political rights and responsibilities, means of expanding participation and specifically in relation to women, persons with disability, youth, marginalized groups etc, leadership and integrity.

ix. Develop civic education content that promote the meaningful participation of citizens in the holding of peaceful, free, fair and credible elections. Critical to this principle will be to put in place a credible mechanism that will not only promote relevant values but monitor electoral malpractices including the spreading falsehoods, fear, despondency, hate utterances and materials etc. This time we need to uphold the law before violence breaks out. Apart from naming and shaming we should collect the evidence early and preserve it for consequent actions, including legal action. We will also invest in post elections activities that will reconcile those in competition during the campaigns and arising complications;

x. Develop civic and voter education content and materials that outline all electoral processes including the time lines, eligibility and registration process, verification of the voter register, the civic and voter education components, campaigning issues and the function and role of various facilitative organs for example the peace committees, how many ballots will be used, what will constitute a valid vote, the threshold required to win in the presidential race, what is permissible in the different stages of the elections and what constitute electoral malpractices amongst other matters;

xi. Establishing contingency and risk management plans including the establishment of rapid response capability; and

xii. Demonstrating ability to show results through maintaining clear records and tracking the effects of every intervention on achieving the goals of civic and voter education that is the implementation of the constitution, continued reforms and the holding of peaceful, free, fair and credible elections.

The Uchaguzi Bora Initiative and Campaign are designed to be participatory, creative, and flexible: as long as partners subscribe to the principles and framework they may be able to infuse their creativity add positive nuance. We envisage both the initiative and the campaign will grow and be developed to reflect various realities, local circumstances, and specific themes and / or special needs. For example the youth may run the Uchaguzi Poa campaign and women the Uchaguzi Sawa (led by the Usawa Programme). The sum total of the messaging will reflect the various critical components of the electoral process.

ANNEXE 11 BROAD BASED WORK PLAN FOR THE 2012/13 URAIA'S ACTIVITIES

Strategic Goals	Activities	TIME FRAME
Informed and educated public	Curriculum, Manual and Source book development	December 2011 – February 2012
	Training of female & male civic educators	February 2012 – December 2012
	IEC materials (this will cover both education and engagement)	
	Development of diverse responsive multi media materials for civic and voter education	
	Facilitation & support of strategic Non State Actors to provide civic education	
	Support CSOs and other stakeholders involved in developing leadership capacity of women and especially those from marginalized communities	January 2012 – May 2013
Engaged & committed public	Facilitate establishment of a national framework for tracking implementation of the Constitution	January 2012 – March 2012
	Capacity building for CSO's on aspects[9] of engagement built	October 2011 – May 2013
	Networking[10] and collaboration	
	Support to civil actions around the 4 Key Result areas[11]	
	Engaging, facilitating & supporting State Actors	
	Support CSOs and stakeholders to raise awareness on the gender gains	
	Support coordination of CSOs and networks advocating and monitoring implementation of the affirmative action within the constitution	
	Facilitate CSOs engagement with State Actors	
	Development of diverse[12] multi media materials for civic engagement and voter education	
National Organization for gender responsive reform & reconciliation	Development and Operationalization of a resource mobilization strategy	July 2011 – December 2011 (ongoing)

[9] The assumption is that these CSOs already have certain competencies in advocacy and Uraia's role will be to enhance them

[10] Networking is both horizontal and vertical synergies

[11] Judicial Reforms, Electoral Reforms, Constitutional In' nalization and Increased Participation

[12] Gender, youth, PWDs, Marginalized and minorities

Strategic Goals	Activities	TIME FRAME
	Publish and disseminate findings of the Strategic plan baseline survey –	February 2012
	Adoption, publish and implementation of the gender policy	January 2012 – June 201
	Research on various aspects[13] and establishment of resource centers	January 2012 – June 201
	Staff recruitment and orientation	July 2011 – December 2011(done)
	Capacity building for male and female staff on varied fields	Ongoing
	Identification of partners through an open Call for Proposals[14] Development of a gender sensitive capacity building strategy for CSO's	January 2012
	Review of existing accountability systems in line with the New constitution and values	March2012 – June 2013
	Asset acquisition	By January 2012
	Monitoring, Evaluation, Reporting & Learning (MER&L)	Continuous
	Mitigation of risks – conceptualization of risk, conflict sensitive programming	Continuous
	Administration costs	
	Operation costs	
Grand Total	Kshs 540,577,291	

[13] Research on all laws of Kenya that are compliant and inconsistent with the new constitutional dispensation
[14] This will ensure that Uraia remains open to all Kenyans

ANNEX III LOGICAL FRAMEWORK JAN 2012 – JUNE 2013

CIVIC EDUCATION COMPONENT

Narrative Summary	Intervention Logic	Objectively Verifiable Indicators (OVI) of Achievement	Means of Verification (MoV)	Risks and Assumptions
GOAL	• To contribute to democratic transformation processes in Kenya, leading to improved governance and nationhood in line with the promises and values of the 2010 Constitution.	• Increased number of Kenyans respecting, upholding and defending the constitution • Increased number of Kenyans participating in election. • Reduced incidences of electoral malpractices • Reduced number of incidences on impunity and corruption. • Increased number of Kenyans accessing justice. • Number of statutes form the former constitution declared unconstitutional. • Reduced incidences of violence against women reported. • Increase in number of senior positions occupied by the marginalized sectors in political parties leadership	• Government reports. • Impact Studies carried out by both state and non state actors. • National surveys reports.	• That there will be a stable Political and economic environment that allows for all stakeholders to engage. • Demonstrated Commitment by government to support the implementation of the constitution. • That there will not be delays in implementation of the constitution by the government. • Continued corruption and impunity.
Purpose	• To facilitate the provision of quality civic education and practical mechanisms for citizen engagement in public affairs.	• % increase registered voters exercising their democratic right through the 2012 elections, as compared to the 2007 elections. • Increase in of candidates embracing issue based politics and campaigning. • Reduced incidences of electoral malpractices. • Increase in number of persons from ma[illegible]ialized sectors running and elected to political positions.	• Baseline survey reports. • Impact Evaluation Reports. • Progress Reports from implementing partners of Uraia. • Reports from the Judiciary, police and other providers of public service	• Willingness of Organizations to partner with Uraia. • Government willingness to engage on reforms. • Funding will be available.

		• Increase in number of citizens at county levels engaging in public affairs • Increase in number of people embracing the new culture within the new constitution. • Reduced incidences of violation of human rights in regions reached through the civic education. • Improved delivery of services at county levels as a result of citizens engaging in public affairs. • Increased number of people participating n decision making mechanisms within the counties. • Increase in number of cases upholding/ re affirming the rights of Kenyans. • Increase in number of Kenyans accessing justice.		
OUTPUTS				
CIVIC EDUCATION PROGRAMME				
Output 1:	• An informed and educated citizenry is developed in Kenya that addresses its contextual realities.	• 25,00015 people are trained by the civic educators by end of 2012. • 1 million people (women, men, youth and marginalized) acquire civic education knowledge and understanding through Uraia partner organizations. • 70% of men and women participating year on year who acknowledges Uraia CE is of high quality. • 80% of the proportion of people reached able to access their rights, justice, resources as a result of the civic education at local, county levels.	• Evaluation reports • CSOs reports • Annual reports • Progress reports • Periodic review meetings with implementing partners	• Peace prevails • Public willingness to participate in civic education. • Resources are available • Public goodwill to embrace the knowledge

[15] Using minimum number of 20 people per group trained by each of the 282 civic educators three times a year

Output 2:	• Female & male skilled civic educators trained to reach one million men & women in Kenyan with quality civic education.	• 302 male & female CEs trained by end of 2012. • 99 % of the educators actively involved in conducting civic education. • 9 groups comprising 30 people per group undergoes a 13 week CE module a year by each civic educator	• Annual Reports • Field reports • Baseline/survey findings • Periodic review meetings with implementing partners	• CSOs commitment to provide quality civic education.
Output 3	• Accessible, understandable, relevant and practical educational and informative gender responsive civic education materials Developed.	• 80% of male & female participants recognizing CEs as providing QCE. • 50,000 pieces of gender responsive educational materials developed, disseminated and have impact on the new constitution	• Progress reports • Field reports • CSOs reports • Media report • Materials • Periodic review meetings with implementing partners	• Peace prevails • Availability of resources
Output 4	• Development and use of gender responsive multimedia approaches for civic education that utilizes local and national radio, TV and print as well as the new technologies of internet and messaging.	• 80% of media interventions having impact. • 130 radio programmes, 100 radio infomercials, 26 TV programmes, 20 TV infomercials, 100 new media (assorted formats) of multimedia interventions developed.	• Activity reports • Field reports • CSOs reports • Media report • Materials • Periodic review meetings with implementing partners	
Outputs 5	• CSOs supported and developed to support a cadre of trained male & female civic educators and facilitation of civically educated.	• At least 50 non-state actors undergoing Capacity Building intervention and training from Uraia. • 80% of CSOs on the programme utilizing their skills to effect changes at grassroots levels where they are working.	• Activity reports • Field reports • CSOs reports • Media report • Materials • Periodic review meetings with implementing partners	• CSOs willingness to conduct civic education. • Availability of funds. • Commitment of Male & female Civic educators to conduct civic education. • Willingness of men & women to be civically educated • Citizen's ability to access information on civic education from multimedia interventions.
CIVIC ENGAGEMENT PROGRAMME				
Output 6	• Increased levels of citizen's engagement and commitment to	• At least 50 implementing partners tak part in facilitating citizens to	• Annual reports • Monitoring reports	• Government and statutory organs commitment to implement 2010 constitution.

	Public affairs.	engage in public affairs. Increase in number of citizens at county levels engaging in public affairs. • Over a million men & women engaging in public affairs in counties reached by Uraia Programmes. •	• Periodic review meetings with implementing partners	• Appropriate legal environment put in place to support the implementation • Political and public goodwill
Output 7	• CSOs supported to effectively facilitate civically educated men & women to engage in local, regional and nationals' issues based on the implications and applications of the new constitution and on the participants areas of concern and interest.	• 50 networks supported in building a critical mass of over 1 million Kenyans supporting democratic transformation. • 80% of men & women reached directly though Uraia's programmes effectively participating in public affairs. • 25,000 men & women participating in public affairs • 50 advocacy activities on different issues planned and held by 2013 through the CSO, strategic partners, and citizens. • 80% of men & women state their leaders are more accountable to them. • Increase in number of men and women participating in decision making structures at local and county levels.	• Progress reports • Annual reports • Field monitoring reports • CSOs reports • Research reports • Periodic review meetings with implementing partners	
Output 8	• Increased levels of participation and engagement of men & women in public affairs including advocacy and lobbying, research, networking, monitoring and tracking devolved governance and funding and other local and national developments.	• 5 research reports undertaken/activities tracked by Uraia or others and passed on to men & women. • Increase in number of men and women participating in decision making structures at local and county levels. • Tracking of progress of public delivery mechanisms by the citizens established in counties where Uraia has a presence through its implementing partners.	• Progress reports • Annual reports • Field monitoring reports • CSOs reports • Research reports • Periodic review meetings with implementing partners	• Government and statutory organs commitment to implement 2010 constitution. • Appropriate legal environment put in place to support the implementation • Political and public goodwill

		• 80% of advocacy efforts and networks supported and considered to have had impact as planned.		
Output 9	• Use of gender responsive multimedia approaches for civic engagement that utilizes local and national radio, TV and print as well as the new technologies of internet and messaging developed.	• 130 radio programmes, 100 radio infomercials, 26 TV programmes, 20 TV infomercials, 100 new media (assorted formats) media interventions media outlets having impact.	• Progress reports • Annual reports • Field monitoring reports • CSOs reports • Media reports • Periodic review meetings with implementing partners	
INSTITUTIONAL TRANSFORMATION PROGRAMME				
Output 10.	• A National Organization leading on Democratic Transformation for gender responsive reforms is established.	• Uraia is institutionalized and has effective systems and structures in place 2011 (done). • Effective governance and management and operational structure in place by 2011(done) • Over 30 State and Non State Actors consulting Uraia on issues of democratic transformation. • 80% of actors including stakeholders recognizing impact of Uraia on transformation of Kenya. • 80 organizations part of or linked to Uraia • At least 5 women organizations linked to Uraia. • An operational M & E frame work in place by 2011. (done)	• Evaluation reports • Annual reports • Media reports • Active Uraia website. • Quarterly and Annual organization report. • Organization Manual. • Uraia's policies and procedures manuals.	
Output 11	• Multi donor funding effectively and efficiently managed.	• Existence of sound funding base from donors to government to private sector • Increased rate of fund absorption	• Financial reports.	
ACTIVITIES				
ACTIVITES : CIVIC EDUCATION PROGRAMME				
Activities	• Development of Civic Education Curriculum, Manuals and Source books • Organize Training of Trainers workshops • Training female & male civic	• INPUTS: • Resources • Staff • Materials • Co' 'tants	• • Progress • Activity reports • Monitoring reports • Financial reports	• Willingness of NGOs to conduct civic education. • Contracting is fast tracked • We have committed individuals willing to be educators • Civic education materials complements the

	educators • Developing gender responsive multi media approaches for civic education • Developing of gender responsive civic education materials. • Supporting CSOs to support civically trained men & women in Kenya • Training of the groups of 20 people per group per civic educator	• Designing and publication • Training materials • Venue • Facilitators • Transport • Contracting • Cost : KES. 174,488,240/		delivery • Citizen's ability to access available multimedia sources of information on civic education
ACTIVITIES: CIVIC ENGAGEMENT PROGRAMME				
	• Conducting of gender responsive research, baseline surveys, • Facilitating Public engagements • Organizing Gender responsive capacity building trainings and workshops • Development of multimedia activities – infomercials, TV and radio shows, publications • Carrying out advocacy and lobbying activities • Creation of working networks	• Inputs/resources • Staff • Materials • Consultants • Designing and publication • Training materials • Venue • Facilitators • Transport • Contracting • Cost • KES. 199,400,000/-	• Activity reports • Monitoring reports • Financial reports	
ACTIVITIES : INSTITUTIONAL TRANSFORMATION PROGRAMME				
	• Conduct, publish and disseminate baseline survey Reports • Develop resource mobilization strategy • Adoption, publish and implementation of the gender policy • Post various researches on Uraia's areas of interest on website. • Establishment of resource centre	• Inputs/resources • Staff • Materials • Consultants • Designing and publication • Training materials • Venue • Facilitators • Transport • Contracting • Cost KES. 166,689,051/=		

	• Capacity building for Uraia Staff in various field • Develop gender sensitive capacity building strategy for CSOs • Organize Exchange programmes			