

UNDP KENYA



*Empowered lives.
Resilient nations.*

Amkeni Wakenya Civil Society Democratic
Governance Facility
(2008- 2014)

**Final Project Review
Report**

12/31/2015

Contents

Project Title 2

Introduction 2

SECTION II: ACHIEVEMENTS 4

2009: 4

2010 6

2011 8

2012 11

2013 15

2014 19

Benefits 22

Scope 22

Accepted Changes 22

Lessons Learned 23

Was the Project Managed Appropriately? 24

Risks 24

Project Management Guidance notes 24

Project Title

Enhancing the Capacity of Civil Society to Promote Democratic Governance and Reform in Kenya

Introduction

Amkeni Wakenya is a multi-donor basket facility that was established in 2008 with the aim of promoting participation of civil society organizations (CSOs) in democratic governance and reform processes in Kenya. The facility is hosted by and managed by UNDP- Kenya. Initially, Amkeni was conceptualized to facilitate CSO engagement in Governance, Justice, Law and Order Sector (GJLOS) reforms that commenced in 2003. This was after realization that the said reform project was proceeding in a very state-centric manner with little citizen involvement.

Following the post-election violence of 2008 and the ensuing governance crisis that engulfed Kenya, a new *raison detre* for establishment of Amkeni emerged. It became necessary to engage CSOs in the consolidation of peace and reconciliation among Kenyans after the signing of the National Accord. The need also to facilitate CSO involvement in the various constitutional, administrative and institutional reforms (also known as Agenda 4 reforms) agreed upon under the National Accord was evident.

Thus, Amkeni was designed to respond to these 3 key issues and was meant to run for an initial 6 year period (2008-2014) for its 1st phase. Its core business entailed extending financial and technical assistance to CSOs in the democratic governance sector, but with deliberate and conscious effort to reach out to the grassroots-based organizations. The facility attracted support from the Embassy of the Kingdom of the Netherlands, Embassy of Sweden, Embassy of Japan, the Royal Norwegian Embassy and the European Union. The basket fund received slightly over \$33M during the entire 1st phase.

In 2010, Amkeni formulated a strategic plan, which prioritized promotion of citizen engagement in devolved system of government, promotion of human rights and access to justice and capacity development of civil society. Amkeni thus reoriented its support for CSOs to reflect these new priorities for the remainder of the 1st phase of the programme.

Through this programme, Amkeni managed to render financial and technical support over 370 projects in 45 counties. In the end term evaluation that was conducted, Amkeni was positively adjudged for responding in a dynamic way to the complex and ever-changing Kenyan context. By extending support “unfundable” nascent grassroots CSOs that would otherwise fail to attract funding due to capacity limitations and lack of track record Amkeni was able to transform them into formidable county-based players. Amkeni has significantly contributed to civil society strengthening in Kenya, in relation to policy engagement, civic awakening and institutional strengthening. Even though Amkeni supported organizational development for CSOs,

sustainability for most remains a big challenge and this should provide an agenda for the next phase.

The programme came to an end on 31st December 2014 following closure of all projects and determination of staff contracts. The financial closure of the project was done on 31st December 2015 after all assets were ascertained and liabilities settled.

This report therefore documents the key achievements, challenges and other critical issues that were captured during the implementation of the 1st phase of Amkeni programme. It provides a historical record which is largely descriptive and perhaps less analytical. The analytical account of Amkeni's work is to be found in the End Term Report (ETR).

Project Goal:

To promote participatory democracy, social justice and the promotion and protection of human rights through enhancing the capacity of civil society

Objectives

1. Promotion of access to justice
2. People-centred Devolution and representation of the people
3. Promotion of realization of Human Rights
4. Enhancing Organizational efficiency and effectiveness

Programming Delivery Methodologies

Amkeni programming approach was comprised of three pillars and five cross-cutting issues:

Grant Making

1. Capacity Development
2. Learning and knowledge management

Cross-cutting issues: Citizens awareness; Citizen engagement/participation; accountability; policy and legislation; promoting strategic partnerships, linkages and networking; and mainstreaming gender, persons with disabilities and marginalized groups

SECTION II: ACHIEVEMENTS

This section examines the progress achieved in all the 6 years of implementation. It provides a brief context and looks at both successes and challenges encountered.

2009:

Even though the programme was launched in 2008, implementation began in 2009 after the initial batch of staff were recruited and reported to the PMU. The activities implemented and results that were reported for the year reflected the programme methodologies of Amkeni.

Establishment and operationalisation of the Programme Management Unit (PMU):

Although the Facility was launched in July 2008, all the essential mechanisms for its operations were not fully in place until 2009. Ten (10) members of staff representing a Programme Manager, a Capacity Building Expert, a Programme Officer, a Media and Communications Officer, a Monitoring and Evaluation Officer, an Outreach and Reporting Officer; a Finance Officer, a Programme Implementation Support Officer (Procurement), a Programme Assistant, and a Driver were recruited. Procurement of essential equipment and software was also undertaken.

Amkeni launched its first call for proposals through which 41 civil society organizations (CSOs) from all over the Country were supported to implement peace and reconciliation activities within the context of Agenda 1-4 reforms with grants totaling USD 1,170,000. Under the Second Call for Proposals for Core and Project funding, an additional 32 organizations were selected to receive core/project funding to implement 3-year reforms programmes. The funded CSOs used a wide range of approaches- such as drama, participatory theatre, sports- to implement peace and reconciliation projects. This resonated with different target groups. CSOs targeting special interest/ vulnerable groups were among those supported: 6 CSOs specifically targeting women, 2 CSOs targeting persons with disabilities, 3 CSOs targeting minorities and marginalized groups, and 3 CSOs addressing issues affecting the youth and HIV/AIDS.

Capacity Development: 90 CSOs representatives were inducted in UNDP finance and procurement procedures and also trained in technical skill areas including Human Rights-Based Approach (HRBA), Gender Mainstreaming, Monitoring and Evaluation and Media Advocacy.

Out of the 19 CBOs that were trained in proposal development, 7 organizations (equivalent to 37%) qualified for project funding.

All 41 CSOs supported were trained on Monitoring and Evaluation after which they were assisted to develop M&E frameworks and tools for their projects. The CSOs utilized M&E tools during implementation and project implementation was on course for most organizations. Training on procurement and financial management was organized for 20 of the 41 grantees which resulted in improved financial reporting for those trained.

Learning and Knowledge Management: The Civil Society Week under the Theme “Democratic Governance: Are CSOs delivering?” took place in Kisumu, Kenya from November 3-6, 2009 drawing representation from CSOs from all over the Country, donors, government representatives and UNDP Kenya. The Week provided a platform for more than 120 CSOs to meet and network and was also a good opportunity for knowledge sharing and learning as CSOs show-cased their work through presentations, discussions, exhibitions and public forum. The platform also enabled a self-audit by the CSOs as they reflected on their role and performance. The Donor Roundtable provided a unique opportunity for CSOs and Donors to interact and discuss various issues of mutual concern.

The 1-week public exhibitions were attended by an average of 300 members of the public daily. The exhibitions gave CSOs an opportunity to showcase their work and the public an opportunity to see and ask questions about the work of CSOs based not only from Kisumu but also from other parts of the country. The CSOs adopted resolutions to inform their future work in democratic governance reforms.

The 41 CSOs were also trained on how to develop IEC strategies which enabled them to develop IEC materials to promote their work.

Challenges

The key challenges noted in that year were:

- Amkeni lacked a clear strategic focus in the absence of a strategic plan to guide the objectives and priorities of the Facility
- Capacity building interventions were not guided by a strategic framework and inadequate tools and manuals
- Visibility of Amkeni and its development partners was not properly mainstreamed in the work of partners due to absence of such guidelines
- Partners demonstrate weak capacity in M&E as well as reporting and this could affect overall effectiveness of the program
- Amkeni staff were still apprising themselves with UNDP rules and this resulted in mistakes which translated into delays in disbursements and therefore implementation snags.

2010

The referendum on the proposed new constitution was held in 2010 and provided an important context within which Amkeni activities were undertaken. A call for proposal (Call III) was designed and under to respond to the need for voter and civic education. Enactment of the constitution led to prioritization of civic education and engagement around the implementation of the new supreme law. Results were monitored and reported against the 3 programme delivery methodologies as indicated below:

Grant making

Amkeni managed to disburse a total of USD4,105,022 to a total of 135 CSOs under 3 calls for proposals (CALL I-III and the Quick Response Fund-QRF) as contained in the breakdown below

| Call No | Amount disbursed | No of CSOs supported |
|---|------------------|----------------------|
| 1: Support to peacebuilding and national reconciliation | 966,041 | 41 |
| 2: Support to GJLOS reforms | 2,271,205 | 32 |
| 3: Voeter education on the Referendum | 694,439 | 40 |
| QRF: urgent reforms-oriented interventions | 173,337 | 22 |
| Total | USD4,105,022 | 135 |

The following key results were achieved hereunder:

- Promotion of national healing and reconciliation across the country through civic education to 98,341 persons directly (380,000 indirectly via media); strengthening of 4 district peace committees and 3 community peace monitoring communities in Coast and western Provinces

- Enhanced involvement of citizens and special interest groups in KNDR- reforms through civic education and mobilization of approximately 123,450 persons directly and 450,000 indirectly
- Increased public participation and accountability in management of devolved funds (particularly CDF) using social audits and local advocacy.
- Enhanced informed participation of citizens in the 2010 referendum through voter education, support to elections observations and strengthening capacity of journalists involved in reporting the said elections

Capacity building

- Capacity assessments for 95 CSOs were successfully conducted by an external consultant prior to award of grants under Call II. Amkeni staff also conducted capacity assessments for all the 40 grantees under Call III and 20 CSOs under QRF. The information obtained from the assessments formed the basis of capacity development plans that were designed to support the said grantees.
- Financial management capacity of 53 CSOs identified in the capacity assessments was enhanced through training , leading to a marginal improvement in financial reporting.
- Capacity to engage in evidence-based advocacy for 53 CSOs was enhanced through training. As a result, CSOs were able to engage leaders and managers of decentralized funds more effectively using well-articulated petitions.
- Amkeni also assisted CSOs to improve their internal governance through development of necessary frameworks- internal policies. A more comprehensive capacity development programme involving 36 CBOs identified through the capacity assessments was designed to be implemented in 2011.

Learning, knowledge management and partnerships

The following key achievements were recorded in that year:

- Convening of the 2nd Civil Society Week in Nakuru town, wherein a total of 185 CSOs were represented from across the country. The theme of CSO Week was on the implementation of the new constitution.
- Successful partnership with the Interim Independent Electoral Commission (IIEC) on development of materials, voter education and mobilization for the 2010 Referendum on the New Constitution

- Convening of 3 learning forums targeting marginalized communities and rural-based CSOs over implementation of the new constitution

Strengthening of the PMU

The following results were realized:

- Development and adoption of strategic plan 2010-5: The plan provided a clearer and sharper strategic focus for Amkeni by prioritizing three thematic areas: Devolution, Human Rights, Access to Justice. A resource mobilization strategy was also unveiled to support implementation of the new strategic plan
- Expansion of Amkeni's Development Partners Group: the European Union formally joined Amkeni's DPG and committed to support the facility by making a 3-year contribution to the basket fund
- Enhanced branding and visibility of Amkeni: Visibility guidelines were developed and staff as well as partners inducted into the same. Amkeni also undertook robust branding of the facility by designing new logo and colours.

Challenges:

- As the size of grantees grew exponentially in 2010, the demands for financial monitoring, efficient communication and timely reporting as well as feedback also grew. However, Amkeni was not able to cope with this demand effectively, due to limited staff capacity
- There was limited complementarity between the three programme delivery methodologies (grant making, capacity building and LKM) and perhaps important opportunities were missed as a result
- Capacity of CSOs in designing and managing projects using human rights based approach and gender mainstreaming was low. M&E and reporting capacity was still relatively low.

2011

Amkeni commenced the implementation of the new strategic plan in 2011. Amkeni facilitated grantees to reorient their project designs to accord with the new strategic focus. Grants managed in 2011 grew from 135 to 222, representing a 63.5% rise. The programme officers were allocated grants portfolios based on the three thematic areas of focus- devolution, human rights and access to justice. This was meant to ensure more effective guidance, supervision and support to partners.

Based on a new results framework and M&E plan, Amkeni began reporting according to the new strategic outcomes. This is also reflected in the achievements listed below:

Access to justice for all especially the poor and marginalized in Kenya

Amkeni supported 25 CSOs under this thematic area, with a total of \$xxxxx disbursed in that year. The following are some of the key results achieved:

- Enhanced public awareness on access to justice system through civic education that reached 10,250 kenyanans using community-level dialogues, theatre and workshops.
- Enhanced access to formal justice system through provision of legal aid: Amkeni support CSOs to file cases on behalf of victims of human rights, thereby enabling them access the formal justice systems
- Innovative justice models developed and piloted: Amkeni supported the International Commission of Jurists to come up with a victim-centred approach to transitional justice in Kenya. This model was adopted in the design and implementation of the mandate of the TJRC.
- Alternative dispute resolution and referral mechanisms promoted: approximately 10,000 Kenyanans were sensitized on the need to employ ADR processes for settling disputes due to their cost-effectiveness. Innovative ADR models were piloted in Nairobi, TaitaTaveta and Northern Kenya with great success. CSOs built capacity of provincial administrators in ADR processes in Nairobi

Devolution

Amkeni supported 43 CSOs under this thematic area with a total of \$xxxxx disbursed within the said period. The following key results were achieved:

- Citizen participation in the establishment of 24 people- centred , accountable and responsive devolved governments; through civic education a total of 39,141 persons were reached directly (21,073 men and 18068 women) largely through community forums and artistic performances. Civic education focused on the structure and functions of devolved governments, leadership and need for marginalized groups to engage in the formation of these governments.
- Citizen engagement in development and implementation of policy and legislative frameworks for establishment of devolved governments enhanced: through participation of 32 CSOs in presentation of memoranda to the Task Force on Devolved Government,

which later drafted and recommended to parliament a raft of laws that ushered the devolved system of government

- Accountability and transparency in management of devolved government structures promoted through establishment of citizen oversight committees targeting CDF in 23 counties- Machakos, Makueni and Kakamega
- Engagement with national processes/institutions involved in democratic governance reforms facilitated: through a QRF grant that was awarded to Devolved Governance Non-State Actors Network (DEGONSA). DEGONSA mobilized CSOs to engage with the Commission on Implementation of the Constitution, the Ministry of Local Authorities and other stakeholders over the draft devolution laws.

Human Rights

Amkeni supported a total of 33CSOs with \$xxxxx disbursed within the year.

- Increased citizen awareness on ECOSOC rights through reaching out to 44,225 citizens directly (24173 men and 20,052 women) mainly through community forums. Amkeni also produced and distributed over 10,000 pocket-sized constitution booklets to enlighten citizens on the bill of rights. As a result of these interventions, citizens established community level oversight structures to advocate for rights at the local level.
- Increased citizen engagement in the development of legislative and policy framework on human rights through: lobbying for laws on equitable resource management (Kitui), policy on establishment of special schools for children with Autism (Nairobi).
- New partnerships strengthened to enhance accountability and monitoring of implementation of constitutional provisions on human rights through; foster engagement between CSOs and the Commission on Implementation of the Constitution over draft human rights (Article 59) bills

Efficiency and effectiveness of Amkeni Wakenya to provide support to CSOs in the democratic governance sector in Kenya

This outcome area combined internal strengthening of the PMU and capacity building for CSOs. The following are the highlights of achievements

- Amkeni expanded its basket value after receipt of EU funds. These funds were partly utilized in the financing of Call IV CSOs
- Capacity of CSOs in delivery of civic education was enhanced through development of minimum curriculum content on devolution and human rights.

- Technical and organizational capacities of grantees were consolidated through target training activities and tailor-made training for 35 CSOs.
- Amkeni facilitated a scenarios building process on elections, which sought to enhance capacity of its stakeholders to anticipate, plan for and hopefully respond to risks and adverse scenarios surrounding the 2012/3 elections.
- Enhanced visibility and profile of Amkeni through; continuation of the branding process that began in 2010; successful convening of the 3d Civil Society Week; launch of Amkeni Website, which received 7556 unique visitors and participation in the Uwazi Cup
- Enhanced knowledge management capacity of Amkeni through; establishment of an internal knowledge management system; creation of a civil society resource centre and sharing of regular updates with CSOs.
- Enhanced staff capacity of Amkeni through recruitment of 7 new staff

Challenges:

- Re-orienting CSO projects to fit within the new strategic areas of focus was challenging and took up quite some valuable implementation time
- Inordinate delays in disbursements also led to disruptions in disbursements.
- With increased pace of implementation, CSOs began experiencing more demand for civic education at the grassroots, which bred unrealistic expectations from citizens
- Amkeni had difficulties cascading its new M&E framework to partners level due to uneven capacities

2012

Amkeni entered its second year of implementation of the strategic plan within the context of rolling out of a new constitution and preparations for the first general elections under the same. In the annual review held at end of 2011, a strategic decision was made to create two outcome areas; capacity building and contemporary governance issues. The former focused on Amkeni's work on building capacities of partners and CSOs generally, whereas the latter was meant to encapsulate Amkeni's interventions on elections and emerging issues (funded through QRF). A mid Term Review (MTR) was conducted to assess and evaluate the results achieved so far and inform the next implementation period.

Access to Justice

Amkeni supported 22 CSOs under this thematic area with approximately \$0.9 million disbursed to these groups. The following results were achieved:

- Increased awareness on administration of justice through; reaching out directly to 101,756 persons directly and 1,091,385 indirectly.
- Increase participation in policy and legislative advocacy on access to justice through mobilization of CSOs to engage over such laws as Leadership & Integrity Bill, Vetting of Judges & Magistrates Bill, Judicial Service Commission Bill, Supreme Court Bill etc. CSOs also mobilized citizens to take part in the recruitment judges and commissioners.
- Increased engagement between duty bearers and right holders in the access to justice sector through; building of local capacities of right holders (in Nairobi and Kiambu); building capacities of court users committees (in Samburu & Isiolo) and establishment of community justice centers (in Moyale) as models of building capacities of communities
- Improved provision of legal aid among the poor and vulnerable through; trained community paralegals (Naviasha, Taveta, Nairobi) and empowered local ADR centers (North Eastern province, Taita Taveta and Nairobi)

Devolution

Amkeni provided support to 41 CSOs under this thematic area and disbursed approximately \$1.26million within the said period. The following achievements were registered that year:

- Citizen awareness on devolved systems of governance enhanced through; reaching out to 226,561 directly and 1,413,447 indirectly through civic and voter education. The civic education focused on the new devolved governance structures, electoral and budget-making processes related thereto and leadership issues.
- Increased engagement between citizens and devolved institutions through; establishment of oversight committees (42 in Naukru and 50 in Meru); use of accountability scorecards (in Tanariver and Lamu) and; promotion of social accountability processes (in Busia)
- Enhanced citizen engagement in policy and legislative frameworks through: support to the National Civil society Congress, which convened a national conference to discuss roadmap for rolling-out devolution with the Transition Authority; promotion of legislative options on operationalization of 2/3rds rule in county governments

Human Rights

Amkeni supported 32 CSOs and disbursed USD 0.98M during that year. The following results were realized

- Increased citizen awareness on human rights, especially ECOSCO rights through; outreach to 216,947 (96,774 women & 120,173 men) directly and 1,789,837 indirectly via community forums and theatrical performances on human rights education
- Enhanced citizens engagement in development of legislative and policy frameworks on human rights (especially ECOSCO rights) through; advocacy on a rights-responsive mining bill in Kitui County and at the national level as well.
- Strengthened partnership for promotion of accountability and monitoring of implementation of constitutional provisions on human rights through; advocacy on rights-responsive budgeting (Homabay County); strengthening of paralegals capacity in human rights monitoring

Capacity building for CSOs

A capacity building strategy was unveiled to guide the implementation of activities under this outcome area. A capacity building officer and a pool of consultants were recruited to escalate implementation of the said strategy. A total of 0.7M was spent under this outcome area. The following were achieved:

- Critical capacities of CSO grantees were enhanced through: comprehensive capacity assessments for 63 grantees under Call V; training of 52 Call V grantees on financial management; trained 70 CSO officials on HRBA; trained 65 CSO officials in project cycle management and M&E; developed strategic plans for 5 CSOs; conducted a benchmarking exercise on best practices targeting 93 CSOs
- Capacity of CSOs to advocate for an enabling environment enhanced through; support for the CSO Reference Group
- Strengthened capacity of the NGO Board by facilitating an organizational review process as a precursor to strategic planning
- Staff capacity in data analysis enhanced leading to improved reporting
- Development and dissemination of knowledge products- scenarios reports and financial management manual for CSOs

Timely response to contemporary governance issues

Amkeni identified voter education as a priority governance issues that merited immediate response. Overall 1,322,205 was spend under this outcome area. Towards this end, a strategy was developed on the same, which formed the basis of launching a limited Call for Proposal (Call V). The Call targeted Western, Rift Valley and Central Provinces. Eventually, 48 CSOs

grantees were selected and awarded grants amounting to \$480,000 for 6-month period. Actual implementation commenced in 2013, following a delay in disbursement of funds. A robust media campaign was envisaged to support the grassroots work of the CSOs. The following was achieved:

- Capacity for CSOs to undertake voter education enhanced through; production and distribution of 100,000 copies of handbook on elections in conjunction with IEBC; 3 infomercials and 3 TV commercials on elections were produced target the elections; production and distribution of civic education materials development in conjunction with the KNICE programme; production of a voter education guide for grassroots facilitators
- Capacity of media on elections-sensitive reporting enhanced through; training of 67 journalists in conjunction with the Media Council of Kenya
- Increased uptake of local media by CSOs in their civic education and engagement work

Efficiency and effectiveness of Amkeni Wakenya to provide support to CSOs in the democratic governance sector in Kenya

The following achievements were registered in relation to internal strengthening of Amkeni:

- Expansion of the donor group after the coming on board of the Embassy of Japan with a financial contribution of approx. \$600,000 towards the basket fund. This contribution was channelled into Call V and QRF
- Successful conclusion of the MTR, which was largely positive in its findings but also critical in aspects which Amkeni fell short.
- Successful convening of the 4th Civil Society Week in Eldoret, that attracted over 300 CSOs and focused on the elections.

Challenges

- Expansion of Amkeni's work following the award of grants to Call V increased the strain on the unchanged internal capacity.
- Despite investment in capacity building that year, capacity lapses were noted among CSOs hence need to identify ways of entrenching capacities in a better and sustainable way
- Delays in legislative process also affected ability of CSOs engaged in advocacy for new laws to register successes

- Overwhelming demand for voter education ahead of the elections could not be reasonably met, given the limited resources available for Call V.

2013

The 2013 general elections provided the most important context within which Amkeni implemented programme, besides the implementation of the constitution. Amkeni had already launched a voter education programme in 3 provinces in 2012 and hence full scale implementation commenced in the first quarter of the year. The president assented to the Public Benefits Organizations Act (PBOA) that year, heralding a new legal regime that would provide better enabling environment for civil society.

Access to Justice

Amkeni supported 20 partners who received a total of \$1.2M that year. The following results were achieved:

- Citizens awareness on administration of justice was enhanced through civic education programmes that reached out to 128,437 (64,537 men and 63,900 women) direct beneficiaries and 2,875,623 indirect beneficiaries.
- Enhanced citizen engagement in development of responsive legislative and policy frameworks on access to justice through; mobilization of citizens by 6 organizations to participate in passage of bills related to access to justice (Legal Aid Bill, Coroners Bill, Community Land Bill, ICC Bill) and police vetting exercises)
- Alternative forms of dispute resolution and referral mechanisms promoted through; establishment and support for 44 ADR mechanisms by 10 grantees in selected counties; training of paralegals. Through these efforts, 12,666 cases were referred to these ADR mechanisms.
- Increased provision of legal aid to poor and indigent through; support to paralegas who handled 12,359 recorded cases; support for probono legal services by 4 legal aid providers who handled a combined 4,000 cases
- Strategic public interest litigation was promoted, which led to some remarkable landmark decisions e.g. right to vote conferred upon prisoners ahead of 2013 elections; nullification of Irrigation Act as unconstitutional and therefore inapplicable in regulating farmers at Mwea Irrigations scheme; right of adopted children to birth certificates bearing the names of adopting parents.

Devolution:

During the implementation period, Amkeni supported 41 CSOs that received a cumulative amount of \$2.1million. This focus on devolution now shifted to making the new devolved government structures work.

- Increased citizen awareness on the devolved structures and processes through; civic education that reached 346,596 persons (186,420 males and 183,663 females) and 3,282,671 indirectly via workshops, roadshows and open air meetings; extensive use of IEC materials and radio programmes to educate citizens
- Citizen engagement with the new devolved structures enhanced through; mobilization of citizens to participate in the vetting processes for appointment of new county officials (in Nakuru); establishment of a structured engagement between Amkeni grantees (led by CLARION) and the Transition Authority over policy matters relating to devolution
- Enhanced accountability and transparency in the management of devolved structures through establishment of 26 citizen oversight committees in selected counties (Vihiga, Taveta, Lamu, Nairobi, Makueni and Kitui);
- Enhanced citizen engagement in development and implementation of responsive policy and legislative frameworks for devolved government through; convening of CSOs by DEGONSA to discuss the draft devolution policy (that was proposed by Ministry of Devolution & Planning), amendments to the County Government Act and State Law (Miscellaneous Amendment) Bill. DEGONSA eventually prepared a memorandum based on the resolutions passed by CSOs and forwarded it to the Ministry and parliament.

Human Rights

Amkeni continued to support 32 CSOs and was able to disburse a cumulative figure of \$3,28million that year. The following results were achieved:

- Increased citizen awareness on human rights, especially ECOSOC rights through; provision of human rights directly to 163,769 persons (77,783 men and 85,986 women) and indirectly, 5,134,403 persons via community forums, workshops, radio and TV shows.
- Increased citizen engagement in development and implementation of responsive policy and legislative frameworks through; advocacy on responsive legislation on coal mining (Kitui); advocacy on PWD policy in Kisii County Assembly; Advocacy on realization of right to water in Mukuru slums of Nairobi by Zinduka Afrika
- Enhanced partnerships for accountability and monitoring of implementation of constitutional provisions on ECOSOC rights through; establishment of 60 resident

committees to monitor and advocate for rights in various counties; advocacy for rights-responsive budgeting (Nyandarua County).

Capacity Building

Implementation of the capacity building strategy entered the 2nd year. More emphasis was on strengthening gender mainstreaming and M&E capacity of partners as well as supporting advocacy around improved enabling environment. A total of \$570,792 was dedicated to capacity building activities within the year and the following achievements were registered:

- Enhanced technical and thematic competencies of partners through; strengthened strategic management capacities of 8 CSOs (support for strategic planning); enhanced gender mainstreaming capacity via training of 80 CSO officials; enhanced policy advocacy capacity of Zinduka Afrika; improved knowledge management capacity via training of 20 CSO partners on a pilot basis; design of a HRBA capacity building programme for county-based CSOs; improved M&E capacity for 23 CSO partners through training; capacity assessments for 7 CSO and
- Production of knowledge products; publication of CSO benchmarking report and financial management manual; dissemination of business continuity planning guidelines for CSOs ahead of the 2013 general elections
- Strengthened strategic engagements, collaboration and learning among Amkeni partners and other stakeholders through; support for CSO advocacy on implementation of PBO Act; support for use of ICT in monitoring ECOSOC rights; support for establishment of the Devolution Forum as a platform to mobilize CSO engagement over implementation of devolution; establishment of an inter-agency capacity development forum as a learning and sharing platform over capacity development issues.

Timely responses to contemporary governance issues

Amkeni reviewed the operations of the QRF and thereafter rebranded it as the Emerging Issues Fund (EIF). Several grants were awarded to CSOs for purpose of addressing emerging governance issues under EIF. Amkeni also implemented its election strategy under this outcome area. The following achievements were recorded within the said period:

- Promotion of gender equality through; civic education on women participation in 2013 general elections, wherein 10129 were directly reached and 200,000 indirectly reached via community forums and media; leadership training for 537 women candidates, out of which 210 eventually vied for various positions and 6 got elected eventually.

- Increased awareness on electoral processes and procedures through; civic education to 373,112 people directly and over 1 million indirectly through community forums, road shows, opportunistic meetings; media etc.
- Strengthening of paralegal coordination in Kenya through support to the Paralegal Support Network (PASUNE); Amkeni provide an EIF grant to PASUNE for strategic planning and development of capacity building materials for paralegals

Efficiency and effectiveness of Amkeni Wakenya to provide support to CSOs in the democratic governance sector in Kenya

- Media support for the elections programme through; production of infomercials and TV commercials that reached an estimated 2million viewers during and after the elections; broadcasting of radio programmes on leadership and elections that reached over 5 million Kenyans per show before the elections; production of 300,000 copies of voter education training materials in partnership with IEBC
- Convening of the 5th Civil Society Week in Meru County under the theme “The Role of Civil Society in the New Dispensation”. The meeting attracted over 300 CSOs from all over the country
- Support from the Norwegian Embassy and Embassy of Japan come to a close following determination of funding agreements with the said partners

Challenges

The following are the key challenges that characterized implementation during 2013:

- Implementation of voter education within polarized and tense political environment with strong demands for neutrality and political impartiality
- Uncertainties surrounding the enabling environment of CSOs, which made fundraising programming for partners problematic
- Fluidity in implementation of devolution, which required sustained focus and monitoring by CSOs
- Cultural barriers in getting women to participate in electoral processes and voter education

2014

This marked the final year of the first phase of Amkeni Programme. Accordingly, most the activities revolved around closing down grants, evaluation and project closure as well as design of the next phase. The adoption of the United Nations Development Assistance framework (2014-8) and Country Development Programme (2014-7) also provide a programmatic context within which the new phase of Amkeni would be designed. As part of the recommendations of the MTR, Amkeni merged the access to justice and human rights into one thematic areas and this was reflecting on the reporting for that entire year. The following are the key results achieved within the period:

Human Rights and Access to Justice

Project closure and evaluation dominated the implementation period. As a result, relatively few activities were implemented by partners within that year. A total of \$1,187,929 was expended by 29 CSOs working in this thematic area. The following were the notable achievements:

- Increased citizen awareness on administration of justice and human rights through civic education through civic education provided to 363,301 persons directly and 3,483,948 persons indirectly through community forums and other platforms
- Enhanced citizen engagement in the development of responsive legislative policy frameworks on access to justice and human rights through; 8 CSOs mobilized over half a million Kenyans to get involved in legislative processes (Legal Aid Bill, Health Policy, Police Reforms etc) and rights responsive budgeting at both national and county levels
- Promotion of alternative dispute resolution and referral mechanisms through; raising awareness on importance of ADR services by 6 CSOs reaching to 77,776 and 240,232 directly and indirectly; resolution of 134 cases through intervention of paralegals in 6 counties; strengthening of capacity of CSO officials in human rights defender's skills.

Devolution

This marked the 2nd year of devolution in Kenya under the current constitution. Hence most activities implemented by CSOs reflected efforts around consolidation of structures and participation of citizens in governance processes in those devolved units. A total of 28 CSOs received \$965,870 to facilitate completion of their projects. The following results were achieved:

- Increased citizen awareness on devolved government structures through civic education that reached out to 225,623 persons directly and 482,051 indirectly. The awareness resulted in actions by residents associations over maladministration by county officials.

- Increased citizen engagement in the development and implementation of responsive policy and legislative frameworks for devolved government structures through; mobilization of citizens by 6 CSOs over 2 national Bills and 12 county bills; sensitizing 181,987 citizens directly and 2,489,862 on the need to participate in law and policy-making processes at the county level; A model public participation bill was developed as a collaborative endeavour of The Devolution Forum
- Strengthened accountability and transparency in the management of devolved government structures through; supporting 24 citizens oversight mechanisms to track budgets and undertake social audits in 10 counties; sensitization of 148,605 citizens directly and 2,171,625 indirectly on importance of accountability and transparency.
- Enhanced engagement with county and national processes/institutions involved in the rollout of devolution through support for The Devolution Forum, a multisectoral grouping of over 250 CSOs focused on tracking implementation of devolution in Kenya; support TDF engage with County Attorneys Forum over development of a model public participation law

Capacity Building

As the end of the programme approached, attention shifted to sustainability of CSOs and therefore various interventions were organized to address this priority. The enabling environment of CSOs remained uncertain, as government made attempts at introducing amendments that were perceived as undermining the CSO regulatory environment. A total of \$716,840 was spent on capacity building activities, including strengthening of Amkeni's M&E system. The following results were achieved:

- Enhanced institutional and thematic capacities of partners through; capacity assessments for 26 grantees under EIF; enhanced knowledge management capacity of 9- CSO partners through training; enhanced capacity in financial sustainability for 90 CSOs partners through training; enhanced strategic management capacity for 1 CSO partner(support for strategic planning)
- Production of knowledge products- developed a HRBA training curriculum and manual for training county-based CSOs
- Improved capacity for strategic engagements, collaboration and organizational learning ofr CSO partners and stakeholders through; continued technical support for The Devolution Forum (TDF)
- Strengthened accountability of CSOs to stakeholders (state and society) through; support for the CSO Reference Group in stepping-up advocacy for operationalization of the PBO

Act; enhancing strategic management capacity of NGO Coordination Board (support for strategic planning)

Efficiency and effectiveness of Amkeni Wakenya to provide support to CSOs in the democratic governance sector in Kenya

Amkeni focused its work on addressing issues raised in a previous OAI audit and closure of the project. The following were the key achievements:

- Strengthened M&E capacity of Amkeni: this entailed developing a ICT-based M&E system to capture reports, analyse data and generate consolidated reports for further analysis and reporting.
- Successful implementation of 2014 M&E plan with adequate stakeholder participation through; holding quarterly staff meetings, 2 joint field missions with donor partners; publishing 2013 annual report and disseminating 1000 copies; updating M&E information in ATLAS and producing quarterly DEX reports
- External evaluation of Amkeni undertaken; a consultant was procured to undertake evaluation of Amkeni programme. However, due to congestion of work schedule, this was deferred to the first quarter of 2015
- Visibility and communication with stakeholders enhanced through; production of appropriate publications and materials (brochures, calendars, t-shirts); implementation of a media campaign on devolution in conjunction with KTN (*Skika Sasa* Show); continuous updating of the website; upgrade of the LKM system; holding of 6th Civil Society Week in Kwale County under the theme, “Extractive Industries in Kenya: Safeguarding Citizens Rights, Benefits and Participation”.
- Amkeni Wakenya Phase 2 Programme designed and launched; the programme document of the new phase was designed through an extensive and consultative process, which culminated in the adoption of the programme as a Local Project Approval Committee (LPAC) that was attended in August 2014;
- Human resources systems strengthened through: comprehensive job design, classification and initiation of recruitment process for human resources required under the new programme document. This process however rolled over into 2015 due to congestion of work schedule

Challenges

- Persistent threats related to restriction of civic space weighed heavily on CSOs and their stakeholders

- Anxiety over the termination of Amkeni Phase 1 owing to weak sustainability of most partner CSOs

Benefits

Outline any benefits that have been achieved and if these were expected or unexpected, and if there are any benefits which should be realised in the long run'

The benefits have been highlighted as achievements in the preceding section.

Scope

Did the project stay within its original scope? This is the project's timescale, the budget and the projects tolerances.

Amkeni Wakenya' scope changed owing to the strategic planning process that was carried out in 2010. The new plan sharpened the strategic focus of Amkeni, from the broad GJLOS orientation to 3 thematic areas (access to justice, human rights and devolution). In 2011, this was further reviewed to incorporate capacity building and timely response to emerging contemporary issues. These changes entailed extensive stakeholder consultation and reflection and hence were necessary and deliberately introduced.

Accepted Changes

Explain the effect that any approved changes had on the original Business Case and on the Project Plan.

By sharpening the strategic focus of Amkeni, the following became evident:

1. tracking of results in a more systematic and clear manner became possible;
2. alignment of human resources to the new results framework and therefore clearer accountabilities for the realization of the results under new thematic areas;
3. improved allocation of resources for projects based on clearly identified needs;
4. improved engagement between Amkeni and duty bearers according to their relative importance towards realization of thematic results

Lessons Learned

Summarise the lessons learnt during the project, what went well and what you would do differently next time. Think about the project's successes and areas which need to be improved and explain any recommendations you would have for future projects. You may then want to share these with the Planning Division.

1. CSOs remain well-placed to bring their expertise and experience to influence government (at national and sub-national levels) in ways that promote democracy, peaceful elections, conflict resolution, human rights accountability and inclusive conceptions of citizenship.
2. Building public understanding on issues of peace, conflict resolution, human rights and democratic governance with the expectation of changing attitudes should be viewed as a long-term process. Governments, development partners and CSOs should be willing to invest with a long-term view of realizing the desired results.
3. Strategic collaboration, partnership and networking with key institutional actors are key to the sustainability of results.
4. The basket design of Amkeni Wakenya allowed for the pooling of resources and support to small community-based groups that a bilateral financial support approach would not have managed. In addition, a PMU approach allows for the recruitment of personnel with the expertise, experience and knowledge of the local governance terrain. This was a key strength of Amkeni Wakenya.
5. Hosting of Amkeni Wakenya Facility within UNDP allowed the PMU to leverage the convening power of UNDP given its credibility with the Kenyan government. It is doubtful that Amkeni Wakenya would have gained the same level of influence in government policy spaces were it not located within UNDP. The Facility should therefore continue to operate under UNDP in order to continue leveraging this influence.
6. The Programme Management Unit (PMU) should put in place risk mitigation plans that are regularly monitored and updated.
7. The use of media was noted to be crucial in the delivery of the projects funded by the Facility.
8. there is need to develop a media engagement strategy and guideline

Was the Project Managed Appropriately?

The end term evaluation noted that Amkeni's management was effective and appropriate for a basket fund of this nature. The following observations give credence to this:

1. The coordination and decision-making structures were sufficiently provided for in the Joint Statement of Intent. The roles of the respective structures were well articulated and formed the basis for accountability. Development partners regularly attended meetings and therefore routinely participated in overseeing the programme. BY appointing a lead donor to act a link between Amkeni and the Development Partners Group, this led to effective coordination and representation.
2. The incorporation of a Strategic Reference Group (SRG) in Amkeni's management framework allowed project beneficiaries (CSOs) participate in the management affairs of Amkeni.
3. The oversight role played by UNDP in Amkeni ensured that the programme benefited from global management standards and integrity systems of the UN. Amkeni also enjoyed political insulation while operating under the cover of the UNDP.
4. Amkeni's PMU was initially headed by an international staff to ensure insulation of the facility from local politics and other issues. However, as the PMU grew in stature and became rooted in local context, the need for this arrangement was overtaken by time. In the new design of Amkeni, the position was nationalized.

Risks

Were there any risks which you felt you could have identified earlier on in the project. What do you feel prevented you from identifying them, or were they unavoidable and unpredictable?

Risks related to attempts on restricting civic space through legislative initiatives (amending the PBO Act and withholding its operationalization) were not anticipated prior the 2013 general elections. The enactment of a liberal constitution in 2010 and the conducive political environment that existed prior to 2013 made it difficult to anticipate threats of claw backs.

Project Management Guidance notes

Do you feel the notes helped you in your project? Would you make any changes to them or include any other information.

The programme management guidance notes were useful, particularly with regard to planning, monitoring and evaluation. Amkeni relied on these notes when developing learning materials for

training CSOs in this area. Guidance notes on HRBA also helped in building internal capacity for training CSOs in this area.