

Mid Term Evaluation Report

AMKENI WAKENYA

Helena Kithinji, Jean Kamau, Tom Owino, & Jean Githinji

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Environment, Quality and Productivity

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LIST OF ABBREVIATIONS

CBO	Community Based Organization
CDF	Constituency Development Fund
CfP	Call for Proposal
CSDGF	Civil Society Democratic Governance Facility
CSO	Civil Society Organizations
DPG	Development Partners Group
ECOSOC	Economic and Social
GJLOS	Governance, Justice Law and Order Sector
HRBA	Human Rights Based Approach
IIEC	Interim Independent Electoral Commission
IP	Implementing Partner
JSI	Joint Statement of Intent
KNCHR	Kenya National Commission on Human Rights
LASDAP	Local Authority Service Delivery Action Plan
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
NCIC	National Cohesion and Integration Commission
NGO	Non-governmental Organization
PAC	Project Approval Committee
PMU	Project Management Unit
PWD	People with Disabilities
QRF	Quick Response Fund
RNE	Royal Netherlands Embassy
SRG	Stakeholder Reference Group
TJRC	Truth, Justice and Reconciliation Commission
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VfM	Value for Money

EXECUTIVE SUMMARY

The ECM centre was contracted to perform a mid-term review which focused on evaluating the relevance of Amkeni WaKenya's interventions to its stated objectives. The review also assessed the relevance of these interventions in achieving the United Nations Development Assistance Framework (UNDAF) outcomes.

One important objective of the review was to identify strengths and weaknesses of the project, implementation processes, progress towards outcomes and identify activities and practices that can be incorporated in future projects. The review analyzed the structure of the Amkeni facility, determined the extent of achievement of Amkeni's outputs while analyzing the contributing factors and impediments, assessed the progress made towards certain outcomes (including contributing factors and hindrances) and assessed the partnership strategy of Amkeni.

The methodology used to collect the data was highly participatory. The first stage of data collection was a desk review, which involved reading and analyzing documents provided by the organization staff. The second stage comprised of field work where meetings, interviews, workshops and survey processes were the tools used for gathering data. The third stage involved data analysis and report writing. The fourth stage included validation and final editing based on comments and finally compilation of a balanced report.

Amkeni WaKenya has developed and implemented interventions against a dynamic and changing background. The enactment of the new Constitution also brought with it new challenges for Amkeni. One of the major changes brought by the new Constitution is the devolution through county governments. The benefits of devolution and the new constitution were many and Amkeni WaKenya has been using this as a gateway to improve the lives of Kenyans.

The Amkeni project resonates with UNDAF first priority area which is to improve governance and the realization of Human rights and specifically outcomes 1.1. Outcome 1.1 refers to strengthening institutional and legal frameworks. These processes support democratic governance, transformation, accountability, respect for human rights and gender equality.

It is important to understand that in order for Kenya to progress politically, there must be an increase in citizens' political participation and strengthening of good democratic governance. Amkeni has built a critical mass of civil society organization committed and well positioned to promote democratic governance. However, long term gains and sustainable change can only be achieved by long term planning and programming supported by multi-year funding.

Amkeni has also had much success in maintaining a commendable costs ratio. In 2010, the Amkeni annual budget grew from \$4,000,000 million in 2009 to \$11,000,000. According to the Amkeni annual report for 2011, 81% of these funds were directed to direct project implementation towards grants, capacity building and learning forums. The other 19% is utilized as support costs. Close

monitoring of the financial management has through the Development Partners Group meetings ensured Amkeni maintains a healthy financial base.

In terms of effectiveness Amkeni has been effective in increasing awareness of Kenyans particularly minority and marginalized groups. In Call One, Amkeni supported 41 organizations. A total of 30,655 women were reached, 27,203 men, 10,295 youth, 22,150 children, 7,897 persons living with disabilities, 82 returnees and 59 persons living with HIV/AIDS. Under the devolution project, 39,141 people were directly reached of which 21,073 were women. Other examples of such support Maniyito Pastoralist Integrated Development Organization in order to increase awareness on constitutional provisions on devolution through workshops for opinion leaders, using vernacular *Maa* radio stations to inform the public on provisions of the Constitution and publishing and disseminating a simplified booklet on the Devolution Task Force Report. Support was also extended to the Saku Accountability Forum in Marsabit to reach over 30,000 community members using radio programs in local vernacular languages and Kiswahili to disseminate information on the draft constitution.

Conclusion

Overall, the evaluating team concluded that Amkeni has made a significant contribution to the higher level governance outcomes and to the governance reforms in Kenya. Amkeni through its partners has done an excellent job in the creation of awareness about the benefits of the Constitution of Kenya 2010 and continues strengthening the capacity of communities to participate in the implementation of the Constitution and working towards the achievement of the political pillar of Vision 2030. Amkeni has contributed significantly towards strengthening of the civil society, particularly at the community level.

Working closely with community based organizations, promoting innovative local approaches to community action and effectively using existing local capacity such as local artists, existing community structures such as women church groups, school committees will ensure the sustainability of Amkeni's efforts. Amkeni has managed to build awareness and capacity of marginalized and vulnerable people with relatively small funding. It has given a voice to people and gave them confidence that they have a role in new Kenya. In the areas where it operates, Amkeni is practically a household name. Unfortunately Amkeni only covers parts of Kenya. The demand for Amkeni services by far outstrips the supply.

Amkeni is staffed with highly qualified, experienced and committed professionals that are Kenyans, having stake in the improvement of the governance and possessing in depth understanding of political, economic and social environment. As such they can communicate effectively with partners and support them in mobilizing local capacity.

Recommendations

1. Appropriateness and Relevance of Amkeni Strategy:
 - a. The Project Management Unit should maintain focus on current priorities with a view to refining strategies so that they are geared on achieving outcomes. The

strategy is well planned but specific improvements should be incorporated such as sustainability criteria.

- b. The PMU should also seek to build on successes of the national healing and reconciliation project and continue work of voter preparation, especially in the period before and after the next General Election.
 - c. Participation in strategic dialogue on the future desired state of civil society in democratic governance sector is also recommended in order to explore issues of supporting community networks in human rights and devolution.
 - d. Establishment of an alumni network will prove more effective in experience sharing and knowledge management.
 - e. Amkeni should support civil society in increasing the visibility through the establishment of a strategic platform.
 - f. Development partners could also assist by lobbying for increasing funding for long-term planning. Funding and resources are especially important towards the next two years to meet partners' needs in terms of free and fair elections.
2. Efficiency and Capacity:
 - a. It is important for the PMU to review capacity development strategy to make greater use of existing capacity that has been developed as a result of Amkeni funding a capacity development.
 - b. There should also be an increase in budget allocation for Learning and Knowledge Management functions and strengthens the function.
 - c. In order to maintain efficiency development partners/UNDP should continue the practice of regular and systematic monitoring of financial and programme management during meetings.
 - d. Risk management should also be added to the agenda for the meetings in which the risk matrix is reviewed and adjusted for emerging issues.
3. Outcome and Output Evaluation:
 - a. PMU should continue deliberate targeting of women, youth and persons with disabilities.
 - b. PMU should support more and more public litigation cases, particularly in the early phases of constitution implementation.
 - c. Development partners they should consider availing more resources to support programs in marginalized areas such as Northern Kenya.
 - d. PMU need to develop jointly with partners indicators for outcomes, outputs and database for baseline. M&E framework needs to be disseminated to partners. Mandatory training for partners and staff should take place to develop skill in M&E. Once the M&E function is moved into the office of PM, the M&E Officer will require an assistant.
 - e. Development partners should consider long-term investment in the Programme to facilitate long-term planning, implementation and provision of multi-year funding to CSOs for sustainable results.
4. Programming:

- a. The PMU needs to review selection criteria as a priority to ensure that well performing partners have an advantage.
 - b. Learning and Knowledge Management strategy should include an exit strategy with grantees and more effective close down of calls.
 - c. PMU should establish, strengthen and support the platform that can lobby the government and speak on behalf of partners.
 - d. Cooperation between national NGOs and CBOs should be strengthened.
5. General Organizational:
- a. Conduct a strategic review workshop for staff to address internal challenges.
 - b. Bureaucratic bottlenecks should be examined and suggestions should be made to further areas of decentralization of operation authority from UNDP to Amkeni.
 - c. The UNDP should give more operation autonomy to the PMU to enable it to speed up the processes of disbursement of funding to CSOs.
 - d. A simplification of UNDP procedures is recommended along with support to partners on how to use them to strengthen partnerships.
 - e. PMU/UNDP should revise the organization chart to include four positions reporting to Programme Manager: Grant Making Coordinator, Capacity Development Coordinator, Learning and Knowledge Management Coordinator and Operations Coordinator. The position of M&E officer should be placed in the Office of Programme Manager.
 - f. PMU and UNDP need to improve communication, cooperation and coordination between various units. This can be done by investing in more team building, open communication and trust.
 - g. Working practices need to shift from working hard to working smart. Staff members should reflect, prioritize, and focus on important issues. Time management needs to improve. Creativity is also very important therefore it should be promoted among staff and rewarded.

SECTION I. INTRODUCTION

1.1 Background

Amkeni WaKenya (Amkeni) is a UNDP led facility set up to promote democratic governance in Kenya. Amkeni calls upon all Kenyans to actively participate in nation building and was first established as the “Civil Society Democratic Governance Facility (CSDGF)” in July 2008, in response to the post election crisis. The organization was charged to work through Civil Society Organizations (CSOs) in the areas of democracy, human rights, governance reforms, and the integration of a rights based approach that would support social and economic reforms in Kenya. Amkeni works with a consortium of development partners including the Royal Netherlands Embassy (RNE), the Swedish Embassy, Embassy of Norway, the European Union and the United Nations Development Programme (UNDP) in funding and directing strategic attainment of the Facility.

The long term outcomes of the project are geared towards enabling citizens to benefit from a more accountable, just, transparent and democratic society and to support civic engagement which empowers all people to influence public policies. The project supports activities to strengthen participatory democracy, social justice, the rule of law and protection of human rights and facilitate citizens’ active engagement in development processes.

Amkeni contracted ECM Centre to conduct a mid-term review focusing on assessing the relevance of Amkeni WaKenya’s interventions to its stated objectives including: (i) establishing and providing sustainable financial support to civil society actors in the Democratic governance sector through grant making; (ii) capacity building and training of CSOs in the democratic governance sector that would mobilize communities to participate in strengthening democracy, social justice rule of law and human rights strengthened through capacity building; and (iii) establishing and strengthening effective and strategic partnerships with, and among, key democratic governance actors through learning and knowledge management. The review also assessed the relevance of these interventions in achieving the United Nations Development Assistance Framework (UNDAF) outcomes on democratic governance and human rights including gender equality progressively accelerated and realized.

1.2 Terms of Reference

The terms of reference (TORs) note that the overall objective of the review was to identify the strength and weaknesses of the project, implementation processes, progress towards outcomes and identify what works well for the benefit of future activities within the project. Most relevant analysis for the review included:

- i. *Structural analysis* - The structure of the CSDGF (Amkeni Facility) as currently constituted in order to establish the efficiency and effectiveness of the facility
- ii. *Output analysis* - Determine the extent of the achievement of Amkeni’s outputs and analyzing the contributing factors and impediments to the achievement of the outcomes through related project outputs

- iii. *Outcome analysis* – Assess the progress that has been made towards the achievement of the outcomes (including contributing factors and constraints)
- iv. Assess the *partnership strategy* pursued by Amkeni in order to point out areas of weakness and areas that require further strengthening

The review was to definitively establish how appropriate and relevant the Amkeni strategies were in fulfilling the overarching goals of supporting “...development of good democratic governance and human rights, thereby contributing to the deepening of democracy and citizen-led development in a coherent, results-oriented and responsive manner.”¹ This assessment would be critical in re-orienting and guiding future programming at the facility.

The complete terms of reference are included in *Appendix A: Terms of Reference*.

1.3 Methodology

The overall assignment relied heavily on participatory and inclusive approaches to data collection.

Stage 1 of the assignment began with an extensive desk review. The evaluating team read and analyzed documents provided by organization staff and interviewed staff in workshops, with a view to understanding the implementation of the organization’s mandate and strategic plan. During this stage, evaluation and data collection tools were developed, finalized and tested.

Stage 2 comprised the field work in which consultative meetings, interviews, workshops and survey processes were used to collect further information and conduct the evaluation process using previously developed tools. These meetings, interviews and workshops were held with staff, management team, development partners, the stakeholders reference group (SRG), and a list of selected implementing partners (IPs).

Stage 3 involved data analysis and report writing which yielded an initial draft report.

Stage 4 of the assignment included presentation of the evaluation report, its validation, further editing based on comments received and finally compilation of a balanced report that concluded the assignment.

Field Work Methodology

The methodology for field work was participatory and fully engaged Amkeni staff, partners and beneficiaries. The selection of a participatory review process was important because participants were allowed to reflect and focus on collective learning and generate knowledge that would then result in improved program implementation and local ownership of the program. Because participatory review processes are empowering, participants often have confidence in recommendations and it is then easier to begin the process of change and reorientation of program approaches, if required.

¹ *Joint Statement of Intent*, November 2008, p. 3

This approach is also aligned to Amkeni's stated commitment to a Human Rights Based Approach (HRBA) which situates and centers the rights of people and strengthens the capacities of right holders, and duty bearers alike, to better protection of those rights.

The field work then focused on empowering the partners and communities. The evaluation team visited project sites where they met partners in one central place for data collection. The partners' meetings reviewed various program structures, benefits, critical success factors and lessons learned from Amkeni's program.

Selection of Partners for Field Work

Sampling criteria was based on stratified random sampling based on a set of criteria to ensure that the key characteristics of the community partners were taken in proportion to the size of organizations under each characteristic. The goal of this process was to ensure that attributes representative of the community partners were captured in the assessment.

The sampling of partners for field work was guided by the following criteria:

- Classification: non-governmental organizations, community based organizations or networks
- Regional presence: Rift Valley, Nairobi, Western or North East
- Target Group: General, Women, Youth, Minorities, People with Disabilities (PWDs)
- Call Cohort: Call 1, 2, 3, 4 or Quick Response Fund (QRF)

The selection process resulted in a sample that was representative of the multiple issues for analysis and who were then visited in the field. This list is included in *Appendix B: List of Selected Partners*.

1.4 Limitations of the Review

The evaluation exercise faced some constraints among which were the challenges of insufficient time. While the organization had budgeted for the expense of evaluation, time allocation for staff to engage fully with the activities associated with the review was missing. As a result, the evaluation exercise got off to a slow start, and there was limited engagement with most participants and staff.

In addition, during the course of the evaluation, it became clear that the process of outcome and/or impact assessment would be significantly limited by the lack of baseline data. This means that it was difficult to ascertain the true extent of the organization's achievements and whether Amkeni can rightfully claim attribution of impact.

SECTION II. SITUATIONAL ANALYSIS

2.1 Governance

Amkeni WaKenya, since its inception in 2008, has been developed and implemented interventions against a dynamic and changing governance background. The post-election crisis of 2008 highlighted the need to review governance structures in Kenya as it related to electoral processes, security, human rights, the rule of law, and democracy. It is through the National Accord which set out the framework for substantive reforms linked to transitional justice and constitutional change as well as long-term national reconciliation and healing, that this process began.

The National Accord established the coalition government to provide political leadership and enact a new, democratic constitution before the next general election, and to reform state institutions, including security sector and criminal justice institutions. These reforms targeted democratic institutions in the country aimed to strengthen checks and balances; address unresolved historical grievances and inequality, decentralize power and resources, enhance accountability and improve service delivery.

In August 2010, again the governance structure of the Kenyan state was radically changed when the enactment of the new Constitution was hailed. The Constitution introduced new provisions aimed at addressing issues of poverty, poor governance and violations of basic rights for Kenyans. The new Constitution has all the key components to usher in a new political and social order based on democracy, rights and justice among which are a comprehensive bill of rights and recognizes Kenya as a sovereign republic and a multi-party democratic state. Furthermore, the constitution also establishes two levels of Kenya's devolved government, the national government and the county governments.²

According to the UNDAF 2009-2013, the decline in poverty from 56 per cent in 2000 to 45.9 per cent in 2006 in Kenya was attributable to improved governance, management of public resources and implementation of key reforms in various sectors of the economy. The reforms have complemented and ensured sustainability of initiatives that began under previous policies and programs.

One of the key reforms of the Constitution is the establishment of devolution through county governments. Primarily, it is a response to the enormous centralisation of state power at the centre and in the presidency, accentuated by the attrition of local government. Under Article 174 of the constitution, the benefits of devolution include democratisation, accountability, increased checks and balances, national unity, recognising diversity and protecting minorities, economic development and access to services, and equitable sharing of national and local resources. The success of devolution will depend on the active participation of citizens who are take part in all

² Yash Ghai, *Pambazuko* 2010

political activities within the devolved structures. This involves willingness to demand public services, monitor and challenge public expenditure and hold leaders and public officers accountable for their action.

2.2 Human Rights

The policy framework for the promotion and protection of Human rights has greatly improved following the enactment of the new Constitution. Chapter four of the Constitution is regarded as one of the most progressive provisions of the Kenyan Constitution. It guarantees fundamental rights including the freedom of expression, freedom of conscience and belief, the right to equal opportunities for men and women, freedom of the media, the rights of arrested persons, and the right of an accused person to get a fair trial. Moreover, the bill of rights introduces social and economic rights under Article 43. This Article addresses the basic needs of Kenyans as basic rights that must be addressed by the state through progressive policy interventions.

While the institutional mechanism for the protection of human rights have improved between 2008 to the present, the protection of the human rights is still a challenge that requires monitoring and advocacy to ensure that state agencies act. According to reports released by national human rights organizations, incidences of extra judicial killings, disappearances and gender based violence remain key areas of human rights violations.

2.3 Access to Justice

The UNDP 2004 definition of Access to justice entails more than improving an individual's access to courts or guaranteeing legal representation. It must be defined in terms of ensuring that legal and judicial outcomes are just and equitable. The new Constitution promises radical institutional changes in the Judiciary, including the vetting of serving judges and magistrates, and the establishment of a Supreme Court.

The Constitution of Kenya 2010 now provides for enhanced access to justice and the use of Alternative Dispute Resolution under article 159 (2). Article 159 (2) stipulates that in exercise of judicial authority courts and tribunals should ensure that justice is done to all irrespective of status; that it is not delayed and that in administering justice undue regard should not be had to procedural technicalities. Article 159 (2) also recognizes the place of alternative dispute resolution mechanisms such as reconciliation, negotiation, mediation and arbitration in ensuring access to justice in Kenya.

Access to justice requires an efficient and effective judiciary, responsive criminal justice mechanism and informed citizenry who are aware of their rights and inspired to protect and defend them. The only way for the marginalized to access justice in the narrow prism of courts would be if the judiciary is ready and willing to entertain and redress litigants claims. The strength and independence of the Judiciary is a key plank in the rule of law.

The role of civil society is critical in ensuring access to justice for all Kenyans especially as the Judiciary transitions into the formidable arm of government that it is envisioned under the new dispensation. Different organisations have initiated and undertaken different programmes to

empower citizens especially the marginalized communities on their rights. This has primarily been achieved through civic education and paralegal trainings for marginalised communities while campaigning for better access to justice; including waiver of court fees for indigent clients. Legal non-governmental organisations have provided legal aid and established schemes of volunteer and pro-bono advocates to provide services to the indigent. They have also instituted public interest litigation cases aimed at creating public awareness and challenging injustices and violations.

2.4 Civil Society Capacity Overview

Civil society in Kenya has been at the forefront of supporting the realization of good governance and entrenchment of democratic principles and human rights. At all historical points in Kenya's political development dating back to the 1920's, civil society in different forms that include welfare organisations, religious organisations and women and youth movements has sought to influence emerging political transition process.

Following the post election violence in 2008, Civil society organisations Kenya assumed new roles and responsibilities of engaging the state in all aspect of ensuring the successful implementation of the National Peace Accord and in particular active participation in rebuilding critical democratic institutions linked to free and fair elections, accountability, transitional justice and the writing of the new constitution.

Amkeni's entry as a key player in the democratic and governance sector provided much needed support to civil society. Although civil society in Kenya have for many years worked hard to contribute to the entrenchment of democratic principles and good governance, rule of law, access to justice and promotion of human rights, it faces numerous challenges. According to a report prepared by the Norwegian Embassy in 2007, civil society remains fragmented and disjointed in its approach to democratic development. The sector lacks a strategy to engage with successive political leaderships. Whereas civil society was strong and effective during the Moi era, in the Kibaki era, the sector has become more fragmented and aligned to different political interests.³ Against this background the National Council for Non Governmental Organization's lost its grounding and focus as the national coordinating mechanism leaving the sector without leadership and strategic direction.

The changing donor development agenda as reflected by the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action set new paradigms for civil society's access to development funding and support. In Kenya, the emergence of the Governance, Justice Law and Order Sector (GJLOS) programme in 2005 made one of the most ambitious sector wide attempts to reform the entire governance sector. The GJLOS brought together state agencies, the private sector and civil society together on a common agenda to reform the governance and democratic sector. The programme registered significant gains and achievements and upon its close Amkeni was established to respond to its demand side. It followed therefore that the thematic focus of Amkeni

³ Royal Norwegian Embassy (2007), *Civil Society In The Post Amendment Context* by Mutahi Ngunyi.
Royal Norwegian Embassy: Nairobi Kenya

WaKenya should reflect the thematic focus of the GJLOS programme which was governance, human rights, justice, law and order.

SECTION III. FINDINGS

3.1 Programme Evaluation

3.1.1 Appropriateness, Relevance, Efficiency and Effectiveness of Amkeni Strategy

On Appropriateness and Relevance

The Amkeni project resonates with UNDAF first priority area which is to improve governance and the realization of Human Rights and specifically outcomes 1.1 which is to strengthen institutional and legal frameworks and processes that support democratic governance, transformation, accountability, respect for human rights and gender equality. Moreover, the establishment of the facility is relevant for realization of the achievements and success of National governance and democratic priorities as set out in the National Accord and Reconciliation Act 2008 (the '*National Accord*'), by promoting civil society participation and engagement in key reforms that formed part of the Agenda 4 Kenya National Dialogue and Reconciliation. These included involvement with such key institutions and processes as the Interim Independent Electoral Commission (IIEC), NCIC, transitional justice, boundaries review and accountability for post election crimes.

Increasing citizens' political participation and strengthening good democratic governance in Kenya is highly relevant to Kenyan political development. Amkeni has built a critical mass of civil society organizations committed and well positioned to promote democratic governance. However, long term gains and sustainable change can only be achieved by long term planning and programming supported by multi-year funding.

Strategic objectives 1 to 4 as outlined in the strategic plan 2011 – 2015 are strong and well defined and are found to be relevant to the prevailing political and socio economic situation in Kenya.

On Efficiency

The Amkeni WaKenya annual budget has grown from \$4,000,000 million in 2009 to US\$ 11,000,000 in 2010. According to Amkeni annual report for 2011, 81% of these funds were directed to direct project implementation towards grants, capacity building and learning forums. According to minutes of the Development Partners Group (DPG) and Amkeni staff, financial review and reporting is done regularly to provide analysis of expenditure against annual. Close monitoring of the financial management function through the DPG meetings has ensured Amkeni maintains a healthy financial base for its operations. According to minutes of the DPG, Amkeni has maintained an 81% towards programme costs, while 19% is utilized for program support costs.⁴ This is a commendable ratio that should be maintained and sustained in order to ensure that Amkeni is a viable enterprise.

Effectiveness

Amkeni has been effective in increasing awareness of Kenyans particularly minority and

⁴ Amkeni WaKenya Annual Report 2011, p.48 - 49

marginalized groups. In call One Amkeni supported 41 organizations. A total of 30,655 women were reached, 27,203 men, 10,295 youth, 22,150 children, 7,897 persons living with disabilities, 82 returnees and 59 persons living with HIV/AIDS. Under the devolution project, 39,141 people were directly reached of which 21,073 were women. In the first year, Amkeni established itself and placed a call under Emerging Issues Fund in August 2008. However it is from years two and three and four of Amkeni's operations, that is between 2009-2011, respectively that Amkeni recorded significant success. The bulk of activities for calls one to four plus the Quick response funded (QRF) grants were effectively implemented and Amkeni funded initiatives achieved reached significant number of Kenyans. Some ground breaking activities were implemented changing the situation for marginalized and minority groups. For example in 2010, Kituo cha Sheria filed a public interest case that affirmed the rights of prisoners to register and vote in the referendum on the new constitution. This case secured the civil and political rights for a marginalized and excluded class of citizens.

Amkeni support was also effective in facilitating civil society groups to engage with policy makers. For examples, the International Center for Conflict and Peace (ICPC) presented alternative views on various bills before Parliament's Constitutional Implementation Oversight Committee. Similar effort was undertaken by the African Women Studies Center, based at the University of Nairobi made presentation on food security that were adopted by a parliamentary committee.

Amkeni's third call in 2010 in support of civic education for the referendum was effective in mobilizing communities to understand the provisions of the draft constitution and vote from an informed position. For example, groups of citizens interviewed as part of this review from Maua and Isiolo reported having gained from the civic education campaigns conducted by Amkeni funded groups.⁵ The members of the various groups reported that the knowledge gained facilitated voters to engage in lively debates and share information on the contents of the new constitution.

Amkeni's deliberate approach to target marginalized communities and groups has been effective in providing these groups with an opportunity to enhance their knowledge and participate and exercise their rights. A review of grantees across different calls demonstrated that Amkeni has extended support to specialized groups from regions that are far removed from the mainstream political activity. This has effectively contributed to the growth and development of civil society organizations across diverse issues and regions. Furthermore this approach has enabled these groups to develop their agenda and support their constituents and beneficiaries. Some of these groups include Autism Society of Kenya, Koibatek Socio-Environment organization, Center for Indigenous women and Children (CIWOCH), Eshinamwenyuli Youth Group (EYG) among several others.

Support from the European Union enabled Amkeni enhance its effectiveness in supporting efforts to strengthen democratic governance ideals among cultural institutions of decision making. Amkeni has supported groups in different parts of the country to use culture to influence peace processes, civic education awareness initiatives and community education using local vernacular languages.

⁵ Focus group discussion with groups in Maua conducted on 24th May 2012. This civic education was conducted by the Solidarity Good Will Services.

Some of these groups include the institute for Culture and Ecology that was supported to advance involve traditional institutions of governance in advocating for transparency, good governance and national cohesion and reconciliation; and to conduct awareness campaigns on the Constitution. The *Kistrech* Initiative in Kisii received support to promote ethnicity through positive cultural and ethnic diversity and unity messages. In addition, this initiative promotes inter-community and inter-cultural dialogue harmony and integrations.

Support was also extended to the Maniyito Pastoralist Integrated Development Organization in order to increase awareness on constitutional provisions on devolution through workshops for opinion leaders, using vernacular *Maa* radio stations to inform the public on provisions of the Constitution and publishing and disseminating a simplified booklet on the Devolution Task Force Report. Support was also extended to the Saku Accountability Forum in Marsabit to reach over 30,000 community members using radio programmes in local vernacular languages and Kiswahili to disseminate information on the draft constitution.

3.1.2 Assessment of Outcomes and Outputs

Amkeni, between 2008 and the present, has been working to achieve outcomes that would improve the state of democratic governance in Kenya. During the years 2008 and 2010, the organization was focused on establishing the infrastructure that would allow effective execution of its mandate. From 2011 to 2015, outcomes were matched more closely to significant changes in the contribution of civil society to development of democratic governance.

The following analysis presents examples of achievement towards outcome based on a sample of work that has been undertaken by the organization. Amkeni has to a significant extent achieved the stated outputs and there is sufficient evidence from interviews with partners and review of various reports that outputs are leading towards the achievement of stated outcomes. There have however been challenges and lessons learned, summarized below, that should be incorporated in future planning.

3.1.2.1 Assessment of Outcomes for 2008 – 2010

Outcome 1: Amkeni Established and providing sustainable financial support to civil society actors in the Democratic governance sector through grant making

Examples of Progress Toward Achievement

- Increased revenue from the start up from donors in 2009 from USD 4,000,000 to USD 11,000,000 in 2011
- Increased disbursement of funds to civil society actors from 35% of annual budget in 2008/9 to 66% of annual budget in 2011

Source

- The Joint Statement of intent in 2008, Annual reports for 2009, 2010 and 2011, Minutes of the Development Group Partners meeting.
- Meetings and workshops with Amkeni staff members

Output	Indicators of Achievements	Factors Hindering/Contributing to Success	Lessons Learned
Output 1.1 Financial resources mobilized and grants provided to civil society organizations	<ul style="list-style-type: none"> • Amkeni income since inception has grown and increased from \$4,000,000 in 2009 to US\$ 11,000,000 in 2011. • Amkeni donors have increased and diversified. From an initial donor pool of three this has grown to four, since the entry of the European Union in 2010. 	(+) Availability of adequate resources	
Output 1.2 Competent technical staff recruited and retained at Amkeni to provide technical support to the civil society sector	<ul style="list-style-type: none"> • The number of staff has increased and the skills have diversified 	(+) Availability of quality technical assistance	
Output 1.3 Internal corporate governance structures and systems built and strengthened	<ul style="list-style-type: none"> • The Stakeholder reference group (SRG) was successfully initiated in 2008 and has undergone one successful leadership transition. • The reporting relationship between Amkeni and UNDP has been clarified 	(-) Mixed performance of SRG due to lack of clarity in their role	<ul style="list-style-type: none"> • Importance of clarity of TORs of the governance body, on whether roles are advisory versus executive especially, is critical and this must be understood by all partners. • Conflict of interest issues need to be promptly addressed. According to some respondents, partners that are members of PRG may have an advantage in obtaining additional support from Amkeni although there is no evidence that this is the case.

Outcome 2: Capacity of CSOs in the democratic governance sector to mobilize communities to participate in strengthening democracy, social justice, rule of law and human rights through capacity building			
Examples of Progress Toward Achievement <ul style="list-style-type: none"> Amkeni has rolled out five calls to date which has enabled CSOs mobilize community groups across the regions. 			
Source <ul style="list-style-type: none"> Annual report, minutes of the Development Partners Group meeting. Focus group discussion with the Solidarity Goodwill Service and the Friends of Nomads. Workshop with Nairobi and Central Kenya based partners; International Federation of Women Lawyers, International Commission of Jurists. Legal resource foundation, women's Empowerment Link. League of Pastoralist Women, PDNK, Cradle. Clarion, NITI, RISE Kenya, Deaf Empowerment, MULAMISA, Africa Youth Trust, FFWRK, Clarion, UDEK. 			
Output	Indicators of Achievements	Factors Hindering/Contributing to Success	Lessons Learned
<i>Output 2.1 Organizational and financial capacity of CSOs strengthened</i>	<ul style="list-style-type: none"> Amkeni supported CSOs have gained knowledge and skills on financial management. CSO's have gained confidence and stature thereby enabling them to successfully solicit for funds from others donors. 	<p>(+) The new Constitution has created a need for marginalized groups to be given due attention.</p> <p>(+) Willingness to support capacity development, Also Amkeni's focus on marginalized groups and people with special needs.</p> <p>(-) Some partners complained that there were delays experienced in the disbursement of funds</p>	<ul style="list-style-type: none"> Targeted capacity building efforts through comprehensive inductions and training have contributed to the development and strengthening of CSO's capacity. Strengthened financial and governance capacity will facilitate mobilization of funds from different sources. Use of local capacity and innovative approaches to empowerment are very effective. Quick disbursement of funds has made a significant difference in execution of work plans and promoting continued progressive activity.
<i>Output 2.2 Technical support provided to CSOs to enable them to mobilize communities and undertake advocacy</i>	<ul style="list-style-type: none"> Each new call is accompanied by a thorough assessment of each group this is followed by a comprehensive indication and onsite support to some CSO's. 	<p>(-) Work load at the center has prevented staff from visiting partners in the field.</p>	<ul style="list-style-type: none"> It is important that staff are available for all functions, otherwise it adversely affects the performance (M&E, Knowledge Management)

Outcome 3: Effective and strategic partnerships with and among key democratic governance actors established and strengthened

Examples of Progress Toward Achievement

- Successful partnerships with stakeholders across different sectors – including IPs, GoK, CBOs, and different partners.

Source

- Annual reports. Amkeni News brief, Amkeni website, Development Partners Group and Training sessions.

Output	Indicators of Achievements	Factors Hindering/Contributing to Success	Lessons Learned
<i>Output 3.1 Strategic partnerships established between Amkeni and other DG actors</i>	<ul style="list-style-type: none"> • Three civil society week forums held 	<p>(-/+) UNDP values low visibility while other development partners value high political visibility.</p>	<ul style="list-style-type: none"> • It is Important to follow on strategic partnership such as the CSW in order to get the full benefits.
<i>Output 3.2 Linkages between CSOs and other DG actors facilitated</i>	<ul style="list-style-type: none"> • The peace committees have the participation of government officials and communities 	<p>(-) There was no staff member responsible for knowledge management and learning function.</p> <p>(-) Low budget allocation for capacity building and knowledge management in comparison to grant making</p>	<ul style="list-style-type: none"> • There need to be more emphasis on linkages between CSO and national organizations for evidence based advocacy. • If activities are not budgeted for very little will happen.

3.1.2.2 Assessment of Outcomes for 2011– 2015 (Progress until time of MTR)

Outcome 1: Access to justice for all, especially the poor and marginalized in Kenya enhanced

Examples of Progress Toward Achievement

- Seven (7) justice centers established serving marginalized people,
- Funding of Lawyers to protect community land In Kajiado, Narok and Marsabit.
- Giving women access to legal tools settle women inheritance disputes in the immediate area.
- Public interest litigation has been successfully used to secure and promote Human rights

Source

- Kituo Cha Sheria (KCS), Maniyito Pastoral integrated Development Organization (MPIDO), Center for Indigenous Women and Children (CIWOCH), Friend of Nomads International, Kenya Land Alliance (KLA), Center for Human Rights and Democracy (CHRD)

Output	Indicators of Achievements	Factors Hindering/ Contributing to Success	Lessons Learned
Output 1.1 <i>Increased citizens' awareness on the administration of justice including among women, People with Disabilities (PWD) and minorities</i>	<ul style="list-style-type: none"> • Increased women participation administration of justice, This was found in Centre for Indigenous Women and Children (in Magadi Division whereby women have rallied and come together to Assure administration of justice in the area.) • Increased awareness of minorities amongst citizens • Through public interest litigation initiated by Kituo cha Sheria incarcerated prisoners and remanded persons were allowed to vote in the 4th August 2010 referendum. • CHRD in Eldoret led a case where 600 police officers were transferred in the middle of the school year without transfer allowances. The police officers' wives filed the case on behalf of their children who needed to complete the school year. Investigations into the law revealed that transfer of police is required to provide allowances and should only be 	<ul style="list-style-type: none"> (+) Availability and timely disbursement of funding was an enabling factor (+) Enabling political environment (+) People's desire to be informed (+) Changes in the Constitution of Kenya 2010 facilitated public interest litigation (+) Rights of marginalized communities such as PWD, women, minorities enshrined in the Constitution of Kenya 2010 (Section 56) (+) Mobilization efforts for women and youth integrated perspectives from both women and youth therefore leading to effective action (-) New forest – old monkeys: the same pre-constitution mentality with duty bearers (-) Inadequate resources particularly in marginalized areas such as Northern Kenya (-) Short term perspective of development partners while outcomes in democratic governance require long term partnership 	

	<p>done in November to minimize disruptions. Ruling by judge mandated transfer allowances be paid so that children could sit for exams but the officers had to transfer out.</p> <ul style="list-style-type: none"> Increased awareness among citizens pertaining to the justice system. (Solidarity Goodwill Services people want to be involved more in decision making at local county level.) 		
<p>Output 1.2 Increased citizen engagement in the development of legislative and policy frameworks on access to justice to ensure that the interests of women, PWDs and other minority groups are taken on board</p>	<ul style="list-style-type: none"> Increased women's engagement in the policy frameworks. Centre for Indigenous Women and Children Women have come out help in development Kituo cha Sheria (KCS) working in collaboration with government agencies such as the Ministry of Housing created a forum/platform for poor and marginalized community members to participate in deliberations and discussions on the draft Housing bill. Under the marginal justice programme. KCS initiated a project to safeguard the rights to communities vulnerable to forced evictions. As a result of their intervention, they influenced the development of the National Eviction guidelines modeled on UN Guidelines. These guidelines are now national policy. Kenya Land Alliance helped to organize IDPs in their area especially neglected groups such as returnees and forest evictees and disseminated information to them so that they could provide perspectives on their plight in the development of the IDP Policy and later the Bills Illishe Trust organized communities in Taita Taveta to participate in a forum that debated and contested the Wildlife Act African Women Studies Center made recommendations to the Parliamentary 	<p><i>Same as above</i></p>	

	Committee on Agriculture on Food Security		
Output 1.3 Promote alternative forms of dispute resolution and facilitate referral mechanisms	<ul style="list-style-type: none"> Increased cross country sit-downs with clashing tribes (Maniyito Pastoral integrated Development Organization states that they hire mediators to tackle and assist conflicts in the area and bring conflicting tribes to the table.) Increased use of the judicial tools available to the county. Centre for Indigenous Women and Children have started using their judicial system to insure that their rights are not being violated and that access to justice is available. The Wajir Peace and Development Agency trained the Alfateh council of elders on how to conduct the Maslaha justice system in North Eastern Kenya without violating the formal laws of the constitution. Mau Development Project held workshops on peace building during electoral processes and in the region where they work in Molo, where clashes are not uncommon, the referendum did not result in conflict 	(+) ADR is in the Constitution of Kenya 2010 (+) Some form of traditional justice already exist in all areas	

Outcome 2: Enhanced citizen participation in the setting up of 24 people centered, accountable and responsive devolved governments

Examples of Progress Toward Achievement

- Through training communities have acquired knowledge and skills on the devolution and have the capacity to challenge public officer and demand accountability
- Increased participation of communities in devolved governance structures

Source

- Friends of Nomads International, international Commission of Jurists (ICJ) Maniyito Pastoralist Integrated Development Organization, Centre for Indigenous Women and Children, Kenya Land Alliance, Ogiek Peoples Development Programme, Great Rift Valley Development Agency (GRVDA), Africa Youth Trust, Women Empowerment Link, CLARION, REPACTED, Solidarity Goodwill Services

Output	Indicators of Achievements	Factors Hindering/ Contributing to Success	Lessons Learned
Output 2.1	<ul style="list-style-type: none"> More women participants come 	(+) Availability and timely disbursement	<ul style="list-style-type: none"> It is important that partners employ

<p><i>Citizens awareness on the new devolved structures and avenues of representation increased</i></p>	<p>forward to contest for political positions (Maniyito Pastoralist Integrated Development Organization state that more women are coming forth to contest for elected and nominated positions).</p> <ul style="list-style-type: none"> • Ogiek people through Ogiek Peoples Development Programme accessed Swahili versions of the proposed constitution during the referendum and were educated on human rights especially for minority groups and the importance of participation in the voting “yes” for the new Constitution • REPACTED in their work in Gilgil have targeted youth and found out the best ways to reach youth was in activities they had already organized such as theater and sports group. They have created plays, spoken word that have addressed and articulated issues in devolved governance. As a result, voting in local decision making forums has seen an increase in youth participation • A GRVDA trainer and facilitator on devolved governance resigned from his position so that he could take up a post as an elected councilor in East Pokot after community requested that he lead by example due to his commitment to the community in providing civic education and promoting accountability. • Increased demand for information about the New Constitution to be translated into their local language(Solidarity Goodwill Services stated they have monthly news letter educating their community on new changes of the constitution this has lead to a lot of demand for more letters and translation into the local language) 	<p>of funding was an enabling factor</p> <ul style="list-style-type: none"> (+) Enabling political environment (+) People’s desire to be informed (+) Changes in the Constitution of Kenya 2010 facilitated public interest litigation (+) Rights of marginalized communities such as PWD, women, minorities enshrined in the Constitution of Kenya 2010 (Section 56) (+) Mobilization efforts for women and youth integrated perspectives from both women and youth therefore leading to effective action (-) New forest – old monkeys: the same pre-constitution mentality with duty bearers (-) Inadequate resources particularly in marginalized areas such as Northern Kenya (-) Short term perspective of development partners while outcomes in democratic governance require long term partnership 	<p>women and youth as mobilizers/facilitators. Women might have trust issues when dealing with men officers. Also women might be accused of inappropriate behavior by their husbands if the partners' programme person is a man.</p> <ul style="list-style-type: none"> • It is important to involve youth in mobilization activities. Youth represent a large population segment that is politically not very active and prefer to be engaged into money making activities such as miraa selling. • •
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Output 2.2 <i>Citizen engagement in the development and implementation of the policy and legislative frameworks setting up new devolved structures facilitated including engagement of women, PWDs and minorities</i>	<ul style="list-style-type: none"> Increased Women's participation in the policy and legislative framework Centre for indigenous Women and Children More women are coming forth to community meetings and are being allowed to voice their opinion in public rather than taking a back sit. Increased youth participation Solidarity Good Will Services have gotten the young musicians to support the have created a song that supports them in their efforts which has increased the amount of youth that come to participate in the many frameworks. GRVDA in three constituencies in West Pokot worked with pastoralists and trained them on social audits for public funds like CDF. The communities have conducted 37 social audits when before they had none. This has resulted in people-driven project prioritization and accountability of funds. 	<i>Same as above</i>	
Output 2.3 <i>Accountability and transparency in the management of devolved government structures promoted</i>	<ul style="list-style-type: none"> International Commission of Jurists (ICJ) partners in Laikipia through their paralegals programme lodged a case by against a wildlife conservancy, the Attorney General and Kenya Wildlife service regarding human animal conflict in Kinamba, Laikipia area. The case will explore the award of damages for the destruction of livelihood. Kenya Land Alliance organized and sensitized IDPs so that they could act as a watchdog in the processes of resettlement. One effect was that they reported on cases of fraud such as friends of the DC were being resettled illegally or individuals resettled in areas where they are likely to increase votes for some candidates Solidarity Goodwill Services have been devoted in expose Areas of corruption in local government by informing the community on accountability and transparency this has lead to the community holding local officials 	<i>Same as above</i>	

	<p>accountable.</p> <ul style="list-style-type: none"> • GRVDA in three constituencies in West Pokot worked with pastoralists so that they understood CDF funds were from their taxes when their MP had been purporting the funds as his own. As a result they started attending meetings on CDF allocation, bursaries, LATF, and road funds so that they could be part of prioritizing projects. • GRVDA worked with groups in Marakwet to contest the claim by local MP for KSh. 1.9M for building the Kapengong-Kapchesewes Road. This road was a project by the community in which they lobbied the Ministry of Roads to fund through Kazi Kwa Vijana the construction of that road. The contestation resulted in an investigation that is ongoing. Meanwhile the misallocated funds were reallocated to facilitate sponsorships for students to visit an exchange program in the Philippines. • CHRDI in Eldoret protested political interference in the appointment of the new CEO of Moi Teaching & Referral Hospital so that an interim CEO was appointed and has improved availability of funds and delivery of services • Africa Youth Trust, Women Empowerment Link, and CLARION are among organizations doing budget tracking training for Kenyans to address issues in devolved funds 		
<p>Output 2.4 Engagement with national process/institutions involved in the devolved government reforms facilitated</p>	<ul style="list-style-type: none"> • ICJ trained paralegals in Taita Taveta demanded transparency in the way monies are allocated within Wundanyi County council during a LASDAP (Local Authority Service Delivery Action Plan) meeting. • Mau Development Corp trained IIEC officials during referendum on protocol so as to minimize errors during ballot casting – the number of spoilt ballots was reduced by 86%, an improvement over the 85% target. 	<p>(+) Agenda 4 of the National Accord facilitated reforms requiring active citizens’ participation</p> <p>(-/+) UN not into active political visibility while this is an important factor for EU – importance of uniform emphasis</p>	

	<ul style="list-style-type: none"> Youth Agenda developed <i>Husika</i>, a youth action guide on the devolved structures created by new Constitution 		
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Outcome 3: Effective realization of all human rights particularly economic, social and cultural (ESCRs) rights enhanced

Examples of Progress Toward Achievement

- The Maniyito Pastoralist Integrated Development Organization funded for lawyers to protect community land from private investors in their area.
- Centre for Indigenous women and Children have given young Women the opportunity to have alternative ways of passage that eradicate FGMs.

Source

- Solidarity Goodwill Services, Friends of Nomads International, Maniyito Pastoralist Integrated Development Organization, Centre for Indigenous Women and Children, Mau Development Corporation, Ogiek Peoples Development Programme, Eshinamwenyuli Youth Group (EYG), KCS, ICJ, FIDA, Center for Human Rights and Development (CHRD), East Africa Collaboration for Economic, Social and Cultural Rights (EACOR), Illishe Trust, Kwetu Sustainable Development

Output	Indicators of Achievements	Factors Hindering/ Contributing to Success	
Output 3.1 <i>Increased citizens' awareness of human rights especially ESCRs and specific application of rights (rights of PWDs and minorities) including marginalized groups such as women, PWDs and minorities</i>	<ul style="list-style-type: none"> The girl child is rewarded by the Maniyito Pastoral Integrated Development Organization by giving the family Maasai grade Cattle to encourage the family to value the Women and show that they are capable Centre for Indigenous Women and Children have given women to get joint title deeds on land in their area. Illishe Trust has educated communities on natural resources and land rights so that they are now claiming those rights. In Malindi, they have worked with 30 cases for widows who were unaware of the land registration process and were being shut out of the process. Illishe advocated on their behalf and the Ministry of Lands is helping them to register the land. Illishe Trust is working with youth in Kilifi on civic education and ESCRs so that youth are now interested in local governance and reporting violations of ESCRs Kwetu Sustainable Development works 	<ul style="list-style-type: none"> (+) Availability and timely disbursement of funding was an enabling factor (+) Enabling political environment (+) People's desire to be informed (+) Changes in the Constitution of Kenya 2010 facilitated public interest litigation (+) Rights of marginalized communities such as PWD, women, minorities enshrined in the Constitution of Kenya 2010 (Section 56) (+) Mobilization efforts for women and youth integrated perspectives from both women and youth therefore leading to effective action (-) New forest – old monkeys: the same pre-constitution mentality with duty bearers (-) Inadequate resources particularly in marginalized areas such as Northern Kenya (-) Short term perspective of 	

	<p>with laborers in Kilifi/Kikambala where big industries were violating rights. They penetrated closed communities of workers who didn't feel it was safe to agitate over workplace violations and interacted with workers so that they are facilitating workers to speak out against those violations.</p>	<p>development partners while outcomes in democratic governance require long term partnership</p>	
<p>Output 3.2 <i>Increased citizens' engagement in development and implementation of legislative and policy frameworks on human rights especially ESCRs and specific application of human rights</i></p>	<ul style="list-style-type: none"> Increased Women's participation in the policy and legislative framework Centre for indigenous Women and Children More women are coming forth to community meetings and are being allowed to voice their opinion in public rather than taking a back sit. Increased youth participation Solidarity Good Will Services have gotten the young musicians to support they have created a song that supports them in their efforts which has increased the amount of youth that come to participate in the many frameworks. Illishe Trust is working with the Kinango people who are have not historically engaged in conversations on land reforms. They are now organized into forums and their support groups allow them to represent themselves and their issues CRADLE successful lobbied for ratification of the 3rd Optional Protocol on the CRC on individual complaint procedures CRADLE successfully worked with parliamentarians on Counter Trafficking in Persons Act 	<p>(+) The existence of local artists and theater groups and Amkeni support for them has contributed significantly to effective dissemination of information</p>	
<p>Output 3.3 <i>New Partnerships strengthened to enhance accountability/monitoring of implementation of constitutional provisions on Human Rights</i></p>	<ul style="list-style-type: none"> Illishe Trust has worked with the people of Kaloleni District on provisions for wildlife-human conflict and the Role of the Kenya Wildlife Service in mitigating the effects. KWS has now sensitized community on government compensation and related processes. As a result, through Illishe, community has increased claims Friends of nomads also work with a lot of Community based organizations to 	<p>(-) UNDP procedures are still confusing for some partners</p>	<ul style="list-style-type: none"> UNDP procedures have to be simplified and partners supported on how to use them.

	<p>conduct their Civic education Forums in the community.</p> <ul style="list-style-type: none"> • EYG in Butere have been recognized by line ministries at the provincial level as a leader in ensuring delivery of services from duty bearers and gets referrals from these officers for citizens with grievances against duty bearers. Line ministries also work closely with the youth group and invite them to participate in activities with the community • Solidarity Goodwill Services work with a lot of Community Based Organizations to help them people to conduct Civic mass meetings. • EACOR organized forum for women fishmongers who were facing harassment when carried by men from anchors in the lake to the beach. The forum included Ministry of Fisheries, NEMA, Ministry of Public Health, Beach Management Unit and resolved to lengthen the pier from the beach to the anchor • EACOR is working with Municipal Council in Homa Bay to stop unfair taxation of women fishmongers who are subject to council tax and municipal tax twice due to practice of carrying them from anchors to the beach. 		
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Outcome 4: Efficiency and effectiveness of Amkeni waKenya to provide support to civil society organizations in the Democratic Governance sector in Kenya enhanced

Examples of Progress Toward Achievement

- Solidarity Goodwill Services have stated that Amkeni WaKenya is effective in the way they trained their staff and funded their programs.
- Several respondents noted that staff interactions improved when program officers were assigned to specific organizations – communication became more expedient and information flows were improved
- Disbursement procedures changed, after dialogue with Amkeni, so that disruptions caused by funding delays were minimized – the policy of 70% disbursement at beginning of project year and 30% later works better

Source.

- Solidarity Goodwill Services, Friends of Nomads International, Maniyito Pastoralist Integrated Development Organization, Centre for Indigenous Women and Children

Output	Indicators of Achievements	Factors Hindering/ Contributing to Success	Lessons Learned
Output 4.1 <i>Sufficient financial and technical resources mobilized</i>	<ul style="list-style-type: none"> • Solidarity Goodwill Services stated the financial and technical support was adequate. • KCS reported that Amkeni support was complimentary and sufficient for national effort. Amkeni was described as an easy donor to deal with 	(-) Lack of knowledge and understanding of the Face form not well understood by all partners (e.g. FIDA Kenya).	<ul style="list-style-type: none"> • Need to focus more on training for partners on internal procedures
Output 4.2 <i>Internal business processes, systems and programme delivery methodologies strengthened</i>	<ul style="list-style-type: none"> • Solidarity Goodwill Services Praised Amkeni for giving them for supply training for the accountants and their staff to be knowledgeable about the way they want things conducted 	<ul style="list-style-type: none"> (-) Internal bureaucracy is a hindering factor (-) Prevailing culture of minimal consequences for inadequate performance or/ and acceptable behavior 	
Output 4.3 <i>Internal corporate governance structures and systems built and strengthened</i>	<ul style="list-style-type: none"> • New SRG in place and functioning 		<ul style="list-style-type: none"> • Importance of clarity in TORs for everybody
Output 4.4 <i>Human Resources planned and managed</i>	<ul style="list-style-type: none"> • Recruitment of M&E Officer • Clarification and re-design of roles so that Program Officers are responsible for defined number of partners 	(-) Prevailing culture of minimal consequences for inadequate performance or/ and acceptable behavior	<ul style="list-style-type: none"> • Teething problems have adverse effect on performance

3.1.3 Financial Analysis and Value for Money

As noted previously, the Amkeni facility is largely efficient and effective in discharge of its duties. Over the years, the utilization rates have increased; as well, financial allocation has matched the organization's priorities. Funding for grant making have increased over time from 35% of the annual expenditure in 2008/2009 to the 66% in 2011. Being that the funds have reached a critical mass of organizations across selected regions who have been able to deliver benefits to the communities within which they work, points to matching funds to the needs.

The funds allocated to capacity building have been at an average of 9.33% for all years that Amkeni has been in operation, with a great reduction in 2011. While the organization has been innovative in its approaches to capacity building and responses from the field note the appropriateness and usefulness of Amkeni's approaches, the lack of directed funding could signal limited impact. Indeed, increased budgeting priority might yield better results and would be worth exploring.

Knowledge management activities remained virtually unfunded at less than 1% for 2008/9 and 2010. It was not until 2011 that knowledge management expenditure increased to slightly above 1% of the organization's total expenditure. On the knowledge management side, the organization has to prioritize learning both strategically and operationally and reflect the same in its funding utilization. The focus could begin with adequate budget allocation followed by proper utilization which would ensure that relevant activities are undertaken.

Monitoring and evaluation expenses have also remained under 1% for 2008/9 and 2010 and then increased to 1% in 2011. Again, it is important for budget allocation to demonstrate the strategic priority of activities such as this. Amkeni has shown increased improvements in this area and strengthening this function is one of the main recommendations of this report.

General administrative expenses have reduced or remained stable over the years. Staff expenses started off at 27% in 2008/2009 and have reduced to the present 8%. Spending on communication has also remained stable, peaking at 5% of the annual budget in 2010 before reducing to 1% in 2011. Administrative expenses (or costs for running the office) on the other hand, have stayed more or less stable between 5% and 8%. Transaction and other contractual costs have remained under 5% on average. These trends signal a healthy approach to programming and prioritized budgeting and should be lauded.

One approach to evaluating value for money (VfM) is the tri-prism assessment of organization effectiveness, efficiency and relevance. The evaluating team has noted in previous sections that Amkeni performs satisfactorily when examined from these perspectives.

It must be noted that more rigorous and scientific quantitative analysis, however, is hard to establish for lack of a systematic methodology for assessment. Keeping in mind that a VfM analysis should establish that activities provide optimal uses of resources to achieve outcomes, some fundamental questions in approaching the analysis remain unanswered. For instance, against what alternatives should Amkeni's approach be measured? It is also worth noting that any exercise that

would set forth an alternative would be labored to provide baseline data which exists in some cases at Amkeni but not in others.

It is best if some more thought would be directed towards the development of a suitable VfM methodology at a strategic level so that monitoring activities can begin to collect data that would allow for an evidence-based analysis.

3.1.4 Assessment of Programme Design (Strategic and Operational Levels)

The Amkeni program design is derived from a concert of documentation including the Joint Statement of Intent signed by development partners, the UNDP Project Document and current Strategic Plan 2011 – 2015.

According to reading of these documents, the Amkeni is a Project Management Unit (PMU) managed by UNDP on behalf of the development partners. As a PMU, Amkeni has a responsibility to manage, coordinate, and provide oversight of all activities, approve and fund CSOs, provide information from the Facility and manage its dissemination to other project units, manage capacity building services to CSOs, and coordinate collaborators' work so that progress in outcomes is attained.

The PMU has a management team that works with the Project Approval Committee (PAC) which appraises and approves proposals from applicants who will then be funded as Amkeni IPs.

Amkeni also works with a Stakeholder Reference Group (SRG) which serves in an advisory role and consolidates perspectives from IPs.

This structure of governance is shown below:

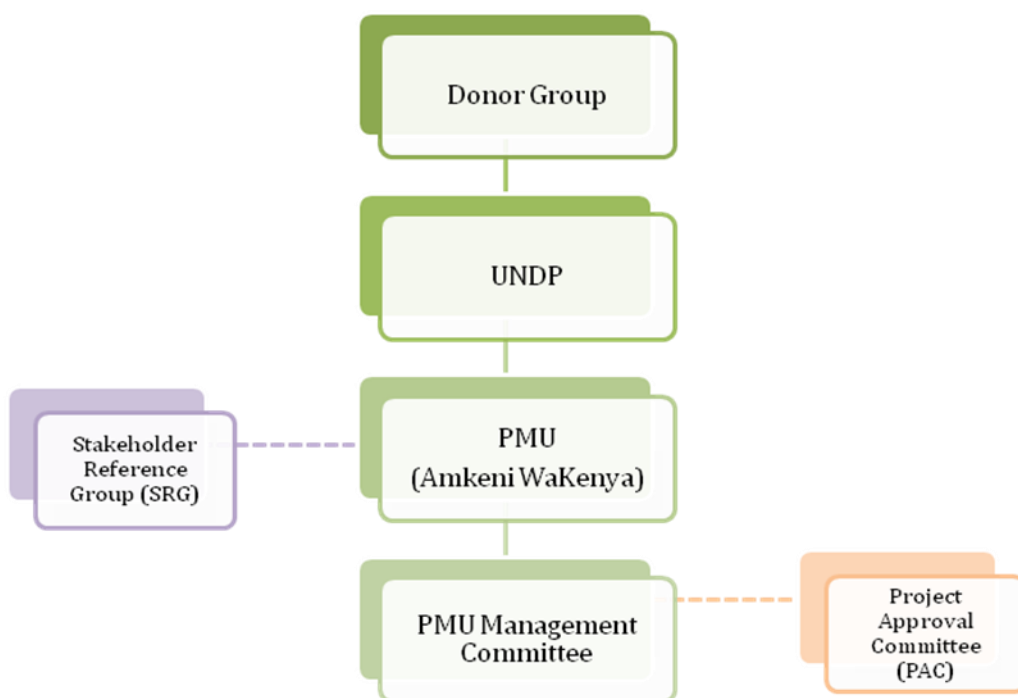


Figure 1: Governance Structure - Amkeni WaKenya

Amkeni’s program design has three strategic themes with a fourth, focus on organizational efficiency and effectiveness, being more directly involved with operations and delivery. The program’s thematic focuses, therefore, are:

- Access to justice;
- People-centered devolved governments; and
- Realization of human rights.

Amkeni’s activities are centered on three functional areas:

- Grant making;
- Capacity building; and
- Learning and Knowledge Management.

These functional areas are discussed in length below.

The functions are underscored by two fundamental approaches: human rights based approaches (HRBA) and gender mainstreaming. HRBA focuses on active participation of beneficiaries in all activities and/or projects for which they are a target. HRBA also notes the importance of rights awareness leading to advocacy of beneficiaries so that duty bearers may deliver on their obligations. The requisite instruments, such as the Universal Declaration of Human Rights, International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights, etc, expressing and upholding the realization of these rights are continually referenced. Gender mainstreaming requires a conscious effort to ensure that gender equality is explicitly, systematically, and relevantly addressed in a way that is conducive to its attainment.

Amkeni works with its selected IPs who has focus in any one or all of the thematic areas, who have a commitment to HRBA and gender mainstreaming, and who can reach their communities and drive change. Through the IPs, Amkeni is also able to reach marginalized and most vulnerable groups of citizens whose voice is not normally heard in the crucial debates on governance. These groups include the poor, women, people with disabilities, minorities etc, most of who live in rural areas.

Achievements:

- Amkeni represents one of the initial projects that are successfully funding community based organizations at the grassroots level in rural areas
- Amkeni has a focus on increasing the capacity of grassroots organizations who with some gaps addressed are able to do their work more efficiently
- Amkeni has simplified design and methodologies that community based organizations can follow and execute with relative success

Challenges

- Inadequate conceptual clarity led to the structural genesis of Amkeni as a grant making facility having limited and often inadequate investment in methodologies that would establish impact from grant making activity. This lack of clarity has manifested itself in weak methods for measuring outcomes.
- The program design did not take into consideration the choice of partners. While the program was focused on grant making, the IPs required most assistance with capacity even as they receiving funding. Yet, the funds budgeted for capacity building activities are considerably less than those for project work. This mismatch could be limiting impact at grassroots level.
- The organizational capacity needs of implementing partners being quite extensive have consequences on the expectations that Amkeni should have in achieving overall outcomes. If these expectations were realistically measured against organizational capacities on the ground, then the program design would provide funding over certain lengths of time, capacity building approaches would be conceptualized differently, and other aspects of design would capture/leverage idiosyncrasies of these types of organizations. But it appears that the design does not adequately absorb or at least preempt the implications for implementation when working with grassroots organizations. As a result, “teething problems” continue to cost time and limit impact. The program is continually learning how best to work and making necessary adjustments but at a rather slow pace.
- With every call, Amkeni takes on a substantial number of new partners who require a lot of hand holding. The organization’s ability to respond adequately is constrained because the officers have too many organizations to manage – all with intensive needs. Without sufficient man power to manage relationships, then program results suffer as well.
- The program design requires that Amkeni work with partners in different thematic areas but there is not sufficient structural support to synthesize reports across different actors so that progress toward outcomes is clearly established.
- Confusion over the roles of different groups within the governance structure has been challenging for staff and partners, in some instances. For instance, the role of the SRG as being

either advisory, strategy or both needed to be clarified. Though this guidance has been provided in recent times, it has yet to be internalized (there are still proposals being fielded on the role of the SRG and suggestions debating whether they should be advisory or executive).

- Sustainability of Amkeni as a PMU was not part of program design at its onset and discussions reveal that this might be problematic in the future. Especially when one considers that the expected results
- Risk management is discussed in both the project document and the strategic plan. A lot of the measures have focused on ensuring that financial exposures are limited. Such measures include ensuring internal financial controls exist at IPs, partial disbursement of funds with demonstration of performance for subsequent funds issue, contracts and enforcement of provisions within the same, induction of partners to clarify partnership modalities, capacity assessments before project inception, as well as the monitoring activities. However, the evaluating team noted that Amkeni did not provide evidence of reviewing and updating their risk strategy and matrix on a regular basis. Regular review would allow Amkeni to make necessary adjustments on emerging risks.

3.1.5 Assessment of Monitoring and Evaluation (M&E) Framework

Amkeni's M&E framework is described in the Strategic Plan 2011 – 2015 which also contains the Logical Framework Matrix (LFM) for the same period. The Project Document of 2008 also outlines the M&E process. As per this document the M&E framework is based on the UNDP results-based M&E and the principles of Participatory Monitoring and Evaluation. The Project document also requires Amkeni to combine evidential, quantitative indicators with reflective, evocative approaches through hosting of regular learning forums, stakeholders reviews, documentation and dissemination of methodologies and good practices.

Amkeni's M&E framework, as a result then, should monitor not just the financial performance of Amkeni's grants but also achievements of outcomes and outputs, responsiveness of Amkeni's strategy, CSOs satisfaction and performance and added value to development partners.

A review of the framework however suggests the existence of some gaps in implementation. As with most project based activity, however, these gaps are continually addressed through improvements such as the improved monitoring and evaluation plan, incorporation of IPs LFM in Amkeni's monitoring plans, etc. Still, it is worth mentioning that while the current M&E system monitors issues such as timeliness of disbursements and accounting for grants, and to a significant extent activities and outputs, systematic monitoring of outcomes, responsiveness of strategy, partners' satisfaction and value added to development partners is yet to be strengthened. One of the key problems in this regard is the existence of baseline data. Baseline data is available for some activities but not in all cases. It is expected though, that the data collected during this mid-term evaluation will improve baseline for Amkeni and benefit future evaluations.

As noted above, Amkeni is in the process of completing its M&E strategy and operational plans that would consolidate improvement efforts. The LFM in the strategic plan is a comprehensive tool for M&E that will be unwrapped further to annual plans and partners' M&E systems.

The challenge facing M&E function at Amkeni is, however, inadequate capacity. The current M&E Officer requires an assistant. As well, the capacity for M&E has to be strengthened at the PMU and partners levels through training, coaching and provision of technical assistance.

The mid-term review also highlighted the following:

- Amkeni has to provide strategic leadership in civil society sector. There is no civil society section within UNDP and so Amkeni is supposed to take the role. The M&E framework should reflect this expected outcome.
- Development partners felt that they are getting value for money although baseline data were not available to the evaluators.
- Partners expressed high degree of satisfaction with Amkeni.

3.2 Assessment of Programme Delivery Methodologies

3.2.1 Grant Making

Since its establishment, Amkeni announced five calls; this mid-term review is reviewing the first four calls. In total, 182 core and project grants have been issued and a further 18 grants under the QRF.

Under each grant making effort, Amkeni responds to specific challenges and thematic interests. For example, Call 1 was meant to respond to peace building and reconciliation posed by the post election violence of 2007 and early 2008. The second call was published under GJLOS themes. Call 3 focused on pre-referendum and post referendum activities in support of constitution making process. Under this call, CSOs were supported to undertake civic education on the draft constitution, carry out voter education on the referendum and monitor the referendum process. With Call 4, Amkeni invited CSOs to undertake civic education on the new provisions of the constitution, especially those provisions relating to access to justice, devolution and human rights.

The QRF was established to enable Amkeni respond to emerging issues more rapidly as emerging issues often demand quick turnarounds on interventions and consequent funds disbursements. In 2010 and 2011, the QRF provided support to various organisations in response to emerging issues that included capacity building of the Non-governmental Organization Council.

Theme	Call One		Call Two		Call Three		Call Four		QRF	Total
	Core	Proj.	Core	Proj.	Core	Proj.	Core	Proj.	One	
Peace and National Healing		41								41
Referendum on Constitution						40				40
Access To Justice			3	4			4	14	4	29
Devolution			5	9			8	21	7	50

Human Rights	2	9	4	18	7	40
Sub Totals	10	22	16	53	18	
Totals	41	32	40	69	18	200

Table 1: Number of Grant Disbursements by Theme and Call

Under each call, Amkeni has targeted different organisations in different regions in the country. As a result of this approach, the organization is able to achieve a presence through its activities in 43 of the 47 counties.

Key Achievements

- Through grant making effort, Amkeni provided financial support to CSOs located in remote parts of the country such as Isiolo, Turkana, Samburu, Magadi, Laikipia, Meru, Wajir, and Taita Taveta among other areas that would otherwise not receive any support from development partners. These groups were able to reach marginalized communities and provide much needed civic education, training and access to information and materials that contributed to an informed citizenry. This support has made it possible for people living in these areas to engage in governance and democratic process and defend their rights.
- Amkeni increased the capacity of civil society organisations to engage in ongoing political processes that were critical for successful realization of governance and democratic development in Kenya. For example, call one was timely in supporting communities in the Coast, North Eastern, Western and Rift Valley provinces to undertake peace initiatives aimed at fostering co-existence between communities. Further support provided in 2010 and 2011 was directly relevant for the political transition processes aimed at developing and building democratic institutions critical for fostering good governance. This support enabled CSO's to undertake civic education on the referendum, prepare communities to engage in transitional justice process and engage with key institutions such as the Interim Electoral Boundaries Commission. Furthermore through financial support from Amkeni, communities were able learn new skills and acquire knowledge on how they could hold government agencies accountable for public resources and authority.
- Under all the calls Amkeni has supported groups and communities of marginalized communities. These are groups of internally displaced communities, persons living with disabilities, women, youth groups and persons with special needs such as persons living with disabilities. Examples of this financial support extended to twenty two groups that included organisations representing persons living with disabilities, youth and persons with Autism Spectrum Disorder (ASD). Amkeni extended timely support to the United Disability Empowerment in Kenya (UDEK) in 2010, to produce and distribute several IEC materials in Braille. This effort directly supported the active engagement of a marginalized section of society to fully engage in the referendum.

3.2.2 Capacity Building

Capacity building is the second programme delivery methodology at Amkeni. Because Amkeni works with community based organizations, many of which have not had interaction with donor funding and formal systems of operations, there is a great need to impart knowledge in areas that

would allow effective execution such as reporting, monitoring for results, and other important organizational activities.

According to the latest Joint Statement of Intent (JSI) which outlines modalities of Amkeni as a PMU notes that capacity building should be at least 10% of the budget. From latest financial report in the Annual Report,

The capacity building model is based on training workshops, coaching from consultants attached to particular organizations and interactions with Amkeni Program officers.

The model does however spring board from the capacity assessment undertaken before grants are extended to partners. The assessment process ascertains the organizational strengths and gaps; it also allows the capacity building team to come up with suitable interventions. Capacity assessments for both Calls 1 and 2 were subcontracted out to a third party consultant firm (Deloitte) while those for Calls 3, 4 & lately 5 were undertaken by staff and individual consultants.

During the field visits, respondents expressed their satisfaction with the capacity building approach employed by Amkeni. Partners did recognize that the training provided was based on needs assessment conducted during the organization's capacity assessment process which is part of the induction process. Partners were enthusiastic about the opportunities afforded them in learning the mechanics of organizational tasks such as financial management controls, governance, monitoring and evaluation, reporting etc. These competencies have allowed these organizations to explore additional avenues of funding as they have grown.

The coaching method that will be rolled out with consultants being attached to organization and working on selected special needs areas will certainly be useful. This is mainly because one-on-one contact with persons of knowledge will allow partners to really cultivate the skills required for growth. Even though respondents were enthusiastic about this particular development, there were concerns that coaching should not be offered in lieu of workshop training. Many expressed that training forums not only offered opportunities to understand concepts but also allowed partners to interact and understand the scope of activities in which others are engaged. The networking within the training was also good for passing on best practices in the areas of training.

Even so, there were some complaints about the length of workshops and depth of training offered in these forums. Some partners felt that workshops were not the best forum for transfer of complicated material. In addition, sometimes the workshops felt rushed and overly packed. Schedule changes or multiple sessions were suggested as ways to improve those processes.

For many of the respondents, the additional help from program officers has been quite useful not only in producing more responsive reports but in understanding the relationship between activity and methods of accountability.

In more recent efforts, the Amkeni team notes that there is a capacity building strategy that was developed and adopted to strengthen the program delivery methodology. As well, the Facility amended its Strategic Plan to adopt a fifth outcome area that would articulate more strongly the goal to build capacity of IPs whose needs are now better understood. The said outcome was formulated as: *“Capacity of civil society organizations in democratic and governance sector strengthened to enable them to sustainably discharge their mandates effectively and efficiently.”*

3.2.3 Learning and Knowledge Management

According to the Strategic Plan 2011-2015, the organization strives to be a learning organization. Some efforts have been made in this regard such as the development of a draft knowledge management strategy that guides the realization of outputs in the functional area, establishment of an internal knowledge management system to facilitate internal sharing of information across the organization and among IPs, establishment of a Resources Center and Communities of Practice under the three thematic areas.

However, there is little evidence of the institutionalization of Amkeni as a learning organization. Consider the fact that at the conclusion of each call no learning forums were conducted as a method of documenting experience and using findings to influence and inform future work. According to partners, the close of calls is weak and they felt that the process was not well done and concluded.

As well, budgetary allocations do not reflect a balance in allocation for the different functional areas. It is difficult to ascertain the level of funding that is directed towards achieving goals of the learning and knowledge management and whether it is comparable to the functional areas. It is also difficult to pin down the specific activities that drive the outputs and finally the outcomes related to knowledge sharing and learning.

There is a sentiment that the organization has not fully defined how it is that learning and knowledge management is implemented and manifested in IPs’ work. The initial strides in knowledge management mentioned above have indeed not followed or matched those in other delivery methodologies. This can be partially explained by the fact that structurally, the learning and knowledge management function is combined with communication. Collapsing these key functions has resulted in both functions being performed below required standards. It is not uncommon for collapsing of functions to result in muting of progress and/or need areas. It would be better for the organization to separate them and strengthen them adequately. Some thought is also required on how this delivery methodology contributes to outcomes more practically.

Achievements:

- SRG representatives held four learning forums for grantees in their regions.
- Civil Society Week of 2010 was held in Nakuru involving 200 participants including development partners. Several activities including exhibitions from CSOs, discussions and public forums took place.
- 2011 Annual Civil Society Week focused on promotion of free, fair and peaceful elections. It brought together over 300 participants from civil society, development partners, media and

concerned Kenyans. It adopted a Declaration on the role of civil society in the forthcoming Kenyan elections.

- SRG organized learning forums in Kitui and Mwingi in 2011.
- A retreat for Members of Parliament facilitated jointly with Amkeni, the UN Millennium Campaign and Westminster Foundation for Democracy that developed a plan of action for legislators on ECOSOC rights.
- An internal knowledge management system has been developed to enhance the culture of learning and sharing information more efficiently and at lower costs.
- Establishment of a Resources Center and the Communities of Practice in access to justice, human rights and devolved governance.

Challenges:

- Partners felt that learning and knowledge management is the least developed methodology at Amkeni. Sharing of knowledge is very important for sustainability of Amkeni's efforts. Significant capacity has been built as a result of Amkeni funding, yet there is inadequate documentation and dissemination of good practices among (i) the CSOs within a region (ii) CSOs at the community level with NGOs at the national level (iii) CSOs between regions.
- The SRG Learning Forums are a good tool for making connections across partners but there seems to be no systematic follow up or evaluation of the workshop.
- Follow up on Civil Society Week and learning forums is inadequate which is an opportunity lost for Amkeni. While Civil Society Week is a good idea, evaluators cannot for certain say that they have contributed significantly to sharing of good practices or improved sustainability. The indicators of outputs and outcomes for those events are practically non-existent.
- It is difficult to assess the effectiveness of the strategies put in place for knowledge management, e.g. development of communities of practice, resources center, etc, have not yet been reported as having an impact on operations among partners.

3.3 Stakeholders Analysis

Amkeni has relatively good relationships with stakeholders across the board. There is positive feedback on their work and feedback.

3.3.1 Implementing Partners

Partnerships are important to achievement of outcomes for Amkeni WaKenya. This is mainly because partners implement the work that leads to the outcomes desired by Amkeni. Partners are recruited through "Calls for Proposals" (CfPs) in which they submit proposals in response to the advertised call. The Calls usually focus on the themes in the Strategic Plan: access to justice; people-centered devolution; and human rights. Some calls are in response to current events and so are funded under the Quick Response Fund. The PAC, together with the management, selects proposals for funding using an open and transparent evaluation process. Amkeni then conducts pre-funding assessments for partners and disburses funding for those who are recommended by the assessment.

Recruitment of partners is also conducted through the Civil Society Week where funded partners will make recommendations for other organizations to be invited and introduced to Amkeni. These partners will then prepare for the proposal process.

Achievements:

Respondents interviewed on perspectives of partnership were positive and grateful for the work that Amkeni is doing with and for them. Amkeni remains the only funding agency for grassroots community based organizations that often miss out on funding opportunities due to lack of organizational infrastructure to support activities. Some partners (e.g. CHRD, GRVDA in North Rift Valley region; Eshinamwenyuli Youth Group in Western region etc) noted that they were able to get funding from other organizations due to their experience with Amkeni.

Although most respondents didn't view Amkeni as a true partner, they expressed their preference to refer to them as a donor who cares. Because Amkeni provides necessary funds and provides training that positions small, community based organizations for greater and/or alternative funding respondents felt that Amkeni was a partner who walked with their grantees.

Some of the positive aspects of partnership included the fact that they felt understood by Amkeni staff. They were responsive to the needs of grassroots organizations so that they allowed them sufficient freedom to do their work even as they pressed for reporting.

There were also commendations on the needs-based response to capacity building and training. Amkeni was noted to be particularly good about scheduling relevant training and allowing implementing partners to determine the appropriateness of training for their organizations. This was useful as it meant that partners did not have to spend time and resources attending training for which they already demonstrate competency.

The reporting structures were noted to be user friendly and implementing partners received adequate training. Some noted that in instances when they felt at a complete loss, Amkeni staff helped them to put the reports together. Others noted that the flexibility of staff in understanding that unforeseen circumstances (week-long power outages, lack of internet connectivity, etc) could introduce delays in reporting was particularly good.

Challenges:

Implementing partners, participating in focus group discussions, did mention, however, that there were challenges with communication, follow-up, and monitoring.

Some respondents from earlier calls noted that the partnership modalities remained disjoint to them especially because communication took long. They would communicate to staff with questions and would not receive responses for a long time. This has changed recently so that the situation is not as dire as program officers have been designated with a number of partners for who they are responsible.

Communication to partners from Amkeni has not always been timely. There have been examples of cancelled meetings at short notice that sometimes inconvenience partners.

Monitoring of activities could be stronger as partners would desire more visits from staff. And while they were grateful for the standardized reporting tools that were easy to follow and report with, they noted that feedback was not regularly channeled back especially on the narrative reports.

There were concerns with partners on the disbursement of funds which was often delayed. Although they noted that disbursement of the majority of the grant allowed for smooth transition of activities, delays in funding were disruptive to program delivery and second tranche payments were often the source of these problems.

There was a note on the shifts in budget experienced for core grantees whose funding was cut in half during one year. Many organizations noted that this dramatic change which was not done in consultation with partners really disrupted planned programming and budget expectations for grantees.

Other challenges included the limited transfer of knowledge across network. Many respondents felt that there was not enough learning that was going on between funded grantees. Many expected that by now there would be a working method for sharing knowledge and ensuring better success for other grantees under the Amkeni umbrella.

From an analytical point of view, it appears that the partnership model does not consider several key points for success in achieving outcomes:

- (i) Because the organization is not building an institutional memory through repeated interaction with the same grantees, it is very difficult to establish whether partnerships are creating the necessary momentum for change.
- (ii) Expansion of new grantees with each call is also costly for the program in the long run. Consider the challenges of induction, continuity and loss in momentum that this interference causes. Programs that were performing well are challenged to find new funding which may not be possible and this may leave communities in need with significant gaps in knowledge and progress towards change.
- (iii) Alumni of Amkeni have no established method for engaging with the organization long after funding has ceased. This is particularly daunting as these organizations have critical information on how best to impact change continuously serve as mentors for many other new grantees, especially since
- (iv) The overly grateful attitude of grantees often means that critical feedback for improvement does not naturally get back to Amkeni. Without concerted effort to extract information, Amkeni may not be in a position to receive critical information on those aspects of partnership that are limiting success in communities.

All in all, however, partners were positive about the aspect of partnership.

3.3.2 Funding Partners

Funding partners generally were positive about Amkeni's role and achievements and are eagerly awaiting findings from this review before making future financial commitments.

Amkeni is important to development partners for several reasons:

- Amkeni is a forum for reaching civil society in democratic governance sector. After 2002 most of the external funding in the sector was channeled through the Government thereby further weakening the already weakened civil society. The realization of importance of the civil society particularly after the 2007 – 2008 election violence contributed to the establishment of Amkeni.
- Grants are administered through Amkeni on objective and transparent criteria, thereby eliminating the possibility of biases and preferences of development partners based on regions and individual organizations.
- Amkeni has been able to reach smaller civil society organizations and strengthen their capacity, a task that would be very difficult for individual development partners due to limited capacity.

3.3.3 GoK and Other Relevant Stakeholders

Amkeni has good relationships across the board with stakeholders in the public sector. Respondents from this sector noted that Amkeni's work is significant in supporting democratic governance and were particularly encouraged by support for national commissions which are part of the transition mechanism for better governance. For instance, Amkeni has supported CSOs to work with TJRC NCIC, IEBC and enhance their engagement with communities. The work at provincial level through its partners has also resulted in synergies so that mobilization of citizens allows government to interact meaningful with the people.

3.3.4 Stakeholder Mapping

The stakeholder mapping exercise conducted with Amkeni staff charted stakeholders across an influence-interest matrix. The matrix allows participants to chart the level of interest stakeholders may have in the organization or program (*established by answering such questions as: Are they committing time and money to the issue central to the organization's mandate? Do they want something to happen (whether it is for or against what the organization proposes)? Are they going to events on the subject? Are they publicly speaking about this?*), while gauging the level of influence they have in affecting policy and resources are applied towards the organization's main focus area (*established by answering such questions as: Do they have an impact on the amount of money that is allocated to the issues central to the organization's mandate? Are they privy to key conversations that affect general policy and legal frameworks related to the issue areas of importance? Do any hold the key to additional capacity to address the issue?*).

The implications of the influence and interest matrix for review exercises are that they classify the stakeholders and assist in identifying the most useful strategies for targeting various groups, consolidating support and creating momentum in achieving desired outcomes. According to the matrix analysis, the stakeholders should be divided into four quadrants as follows:

Influence	Interest	Suggested Strategies for Engagement
Low	Low	Monitor;
Low	High	Keep Informed; Challenge beliefs and value, lobby, negotiate or neutralize them
High	Low	Keep Satisfied; Communicate and make them aware of the issue (for those with the lowest interest) and its importance to them (for those with medium interest)
High	High	Key Players; Develop an alliance or community of practice

According to staff at Amkeni, their key stakeholders can be categorized as shown below:

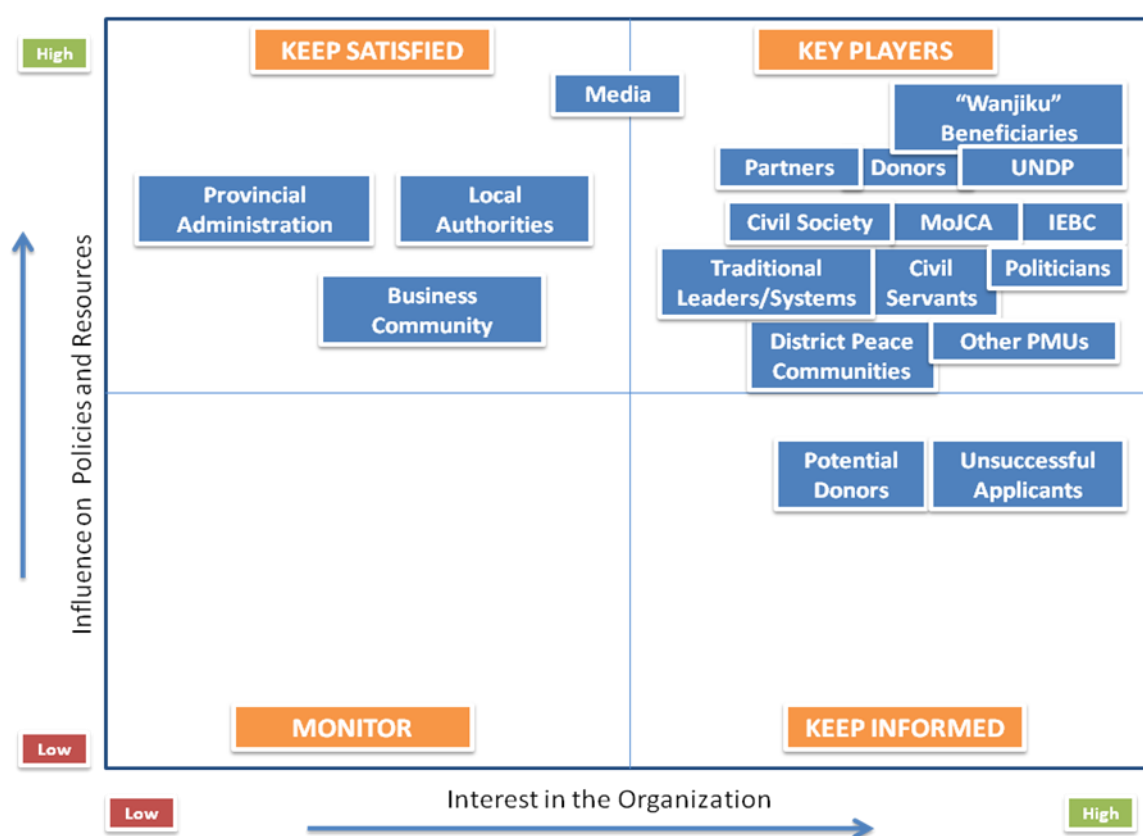


Figure 2: Stakeholder Mapping for Amkeni waKenya

An assessment of the engagement strategies used by Amkeni, however, revealed a reliance on informal practices for most stakeholders except for two major groups: development partners (donors) and implementing partners. Though informal engagement can sometimes be beneficial to achieving outcomes, lack of more formal and strategically developed engagement can delay progress toward outcome achievement.

A demonstrative point is the Communication Policy adopted in 2009 which doesn't explicitly address direct strategies for engaging with various stakeholders. The Amkeni team does note that

revisions to the 2012 Communication and Partnership Building Plan have matched communication needs with stakeholder groups. Still, evidence of strong, targeted, and interaction flowing from engagement strategies being implemented remains lacking.

3.4 Organizational Assessment

Overall Assessment

Amkeni is a well-managed facility that has mostly delivered on the expected results. It is staffed with competent people that are mostly self-directed and meet their targets satisfactorily.

The Origins of Amkeni

The purpose of Amkeni was mostly in response to the post election violence and realization that civil society has been weakened and did not have the capacity to effectively participate in Kenya's democratic process. The weakening of the civil society occurred after 2002 elections when a number of civil society leaders joined the newly formed government.

Right from the beginning Amkeni was to take up multiple roles. While the core function was grant making to NGOs and CBOs in the democratic governance sector, the challenges of capacity development for a relatively weak civil society sector had to be addressed. In addition capacity that was developed had to be sustained through experience sharing and learning.

3.4.1 Structure, Processes and Systems

A number of respondents described year one of Amkeni operations as a "lost year". There were several challenges that needed to be addressed:

- Reporting relationships were unclear. Examples of this lack of clarity included the position of Capacity Development Expert, an international staff that was not reporting solely to Project Manager but also to UNDP. The Capacity Development Specialist and the Project Manager formed a part of Project Assurance and were initially operating at the same level as Project Management Unit. While the Capacity Building Expert in reality reported directly to the Deputy Director UNDP, the Project Manager was reporting to the UNDP Team Leader, Governance Unit. At the same time, the Capacity Development Specialist was housed at Amkeni, but did not report directly to the Project Manager. The Project Manager therefore had supervisory responsibility over all staff except the Capacity Building Specialist.
- There was also inadequate clarity in terms of the role of the Focal Point at UNDP that played a very important role in the design and setting up of the facility.
- The role of Stakeholder Reference Group, comprising of the representatives of CSOs, development partners and UNDP, was unclear. The SRG was supposed to be advisory and focus on strategic issues, priority setting and achieving sector results. The advisory role was not always understood and the SRG occasionally attempted to act in an executive role therefore creating conflicts with Project Management.

Most of these structural anomalies were corrected after the first year enabling Amkeni to become fully operational. Reporting relationships were clarified, new positions established and staffed and a certain degree of autonomy was given to Amkeni to minimize bureaucracy of UNDP.

There was also inadequate clarity in terms of Amkeni's core functions. The facility was designed mostly as a grant making mechanism.

Assessment of Current Situation

The current organizational structure at Amkeni is flat, with three functions, Programs, Capacity Development and Operations, reporting directly to the Project Manager. The three officers heading these functions and the Project Manager form Management Committee. The UNDP Amkeni WaKenya Focal Point, who does not report to Project Manager, is also a member of the Committee. The function of Learning and Knowledge Management, which is coupled with Communications, reports to the Programs Coordinator.

Despite these improvements there are still some challenges remaining. The function of Learning and Knowledge Management is structurally placed below Programme Coordinator although the function represents core methodology along the two: grant making and capacity development. As there has been a general agreement among partners and staff that information sharing and learning has not performed to the expectations and has to be improved, this improvement should be reflected in upgrading the position of Learning and Knowledge Management Coordinator to report directly to the Project Manager.

3.4.2 Capacity

Processes, Systems and Practices

Structurally the Facility is a unit of UNDP. Amkeni is the main programme of UNDP to support civil society in the area of democratic governance and to coordinate UNDP's activities with CSOs in the various governance reforms. Systems and policies that govern the operations of Amkeni are those of UNDP with some autonomy in procurement up to USD 30,000 to facilitate quicker response to partners' needs.

Leadership

Leadership style of the Project Manager at Amkeni is fairly relaxed. While the Project Manager and his team have a clear vision for Amkeni they also believe that staff members as professionals should be self-directing and require minimum supervision. To a significant extent that is a valid assumption although operating in an environment where close supervision is a norm rather than exception, there may be a need for an increased sharing of Amkeni's strategic direction, and stronger staff supervision.

Communication

The overall assessment of external and internal communication scores below average. While Amkeni has defined communication channels and uses to a significant extent email and telephone, there are several challenges that have to be addressed so as to limit adverse effect Amkeni's performance and good standing with partners. Those include:

- Delays in communication often create the feeling that activities at Amkeni are always urgent. Consultants themselves experienced this “fire fighting” style of communication during their field trips. There was every expectation that review activities were to occur but staff had planned other commitments during this review period. At the same time, partners felt the review was planned at short notice though it was planned well in advance.
- Inadequate feedback on communication’s effectiveness and efficiency. Sending an email does not necessarily mean that communication (exchange of understanding) has taken place. Follow-up on receipt of information could be done with phone calls especially since rural areas experience fluctuations with electricity and internet connectivity.
- Too little emphasis on face to face communication.
- Management of meetings requires improvement. The first question “Why a meeting?” is often not asked. Effectiveness of meetings is not systematically monitored so improvements to the meeting management are not on the agenda.
- Prevailing organizational culture does not encourage open sharing of information. The attitude that information is power so it should not be shared may still be present in some employees.
- The “need to know” principle has not been effectively used. Information requirements have not been systematically determined for each position.

It is worth noting that the organization is taking strides to improve this. The existence of an internal and external communications plan is some evidence of that. However, the fact that many of the ambitious tactics spelt out within the Communication and Partnership Building Plans 2012 have not been implemented demonstrates the very crux of challenged communication.

Even so, Amkeni has a balanced view of visibility and performs well in this arena. Branding and visibility, as will be noted later in this report, is stellar.

3.4.3 Organizational Culture

Organizational culture of Amkeni could be described as cooperative, outward looking, and customer oriented. Most issues arising are discussed with the customers/partners. For example when grants are reviewed, development partners and IPs are involved so as to own the product.

Amkeni Wakenya tries to respond to the needs of civil society and the constituencies that they represent including Kenyan citizens at large and special interest groups such as women, persons with disabilities, youth and minorities. This responsiveness is reflected in the manner in which grant making; capacity building and learning interventions are developed and executed. For example: Grant Making, the focus of all the five (5) Calls for Proposals that Amkeni Wakenya: First Call for Proposals in 2008 on national cohesion and reconciliation was a response to the violence that followed the elections of 2007 and sought to facilitate community-level peace and reconciliation efforts. The Second Call on GJLOS Reforms sought to support long-term projects that would have an impact on the policy and institutional reforms under the GJLOS areas. The Third Call on the constitution review was designed to support communities in Rift Valley and other parts of the country to receive objective civic education on the then-proposed constitution and to vote wisely at the 2010 referendum. The Fourth Call on implementation of the Constitution

acknowledges that a good Constitution that is not implemented will not lead to a culture of constitutionalism.

In addition, grant making policies on, say, permissible administrative costs are reviewed from time to time based on discussions with grantees.

Amkeni seeks to entrench predictability and reliability in its planning, implementation and evaluation of programs and operations. Being part of the UNDP, an agency with policies and procedures on most aspects, helps it to achieve this. However, this has a downside since this creates rigidity, which does not help it with flexibility.

The organizational culture is however very much focused on “activities” rather than greater “results” or outcomes. Staff members are very busy with grant making and capacity development activities, working hard with little time for reflection. This activity orientation demonstrates itself in many ways:

- Full calendar with inadequate reflection as to what activities have achieved.
- Meetings that may or may not be necessary.
- Inadequate respect for time management.
- Despite open door policy, the Amkeni staff members are most of the time away on activities. As one of the partners put it, “[An] open door policy is not really helpful when offices are empty.”
- There is inadequate room for creativity and innovation due to several reasons including programme design, work load and inadequate organizational effort to encourage and reward such attempts.

Amkeni Visibility and Public Image

Amkeni has an excellent public image with most of the partners. The important publics of Amkeni are development partners, CSOs in democratic governance sector, the Government of Kenya, people of Kenya particularly marginalized and actor actors in democratic governance sector. Amkeni’s image is good across all these publics. Amkeni is considered a strong, well managed, transparent, caring and professional organization. Most smaller CSOs simply adore Amkeni and see it as their savior.

In addition, branding strategy at Amkeni is well executed with visibility being maintained at accepted levels and within noted guidelines. IPs are also aware of Amkeni’s guidelines on development of information, education and communication (IEC) materials, and honors those guidelines. Many respondents noted that these instructions were clear and easy to manage. There was some resistance observed with larger NGOs working at the national level, however, but this is slowly changing.

Performance Management

Employees understand the expected outcome/ results. Review meetings are regularly held to discuss on where, who and how to implement the expected outcomes as well as address any challenges.

The Programs team has a good and shared appreciation of the expectation on the team. Each Amkeni outcome area is driven by an individual Programme Officer to increase success rate of achieving the Outcomes. Every year leads to each Officer reporting on progress with respect to each outcome area. All key performance indicators (KPIs) and expected outcomes/results are clear; activities that are performed are mostly directly related to KPI.

Job descriptions and KPIs for each employee directly reflect the outcome/ results. Key performance indicators are aligned to the outcomes. Some employees felt that key performance indicators need to be made more specific and clear.. Performance measurement system is also aligned to the strategic outcomes. Yet despite well defined job descriptions and key performance indicators, Amkeni employees seem to focus more on activities that higher level results (outcomes).

Human resource management poses special challenges however. While the performance evaluations are conducted regularly, Amkeni staff is on 1 year contracts renewable annually. There is no career management system in place. Performance assessment is conducted either monthly or yearly with the supervisor and manager being involved.

There is however a serious challenge in the area of imposing consequences for inadequate performance or unacceptable behavior.

Staff Perceptions of Amkeni

Staff members valued training that was routinely offered and assessed it as effective. Employees further agreed that they have the appropriate staff skills to achieve the mission, but staff numbers are inadequate. Recruitment systems, salary and benefits systems, personnel evaluation systems, grievances and conflict resolution systems, staffing systems and supervision systems and practices received below average scores indicating some level of staff dissatisfaction.

Staff composition reflected the diversity of Amkeni constituents. In terms of gender composition both women and men are represented at all levels although the sentiments about low representation of women in Management Committee (1 woman from Amkeni and 3 men) were noted.

Supervisory practices used to enhance the staff's capacity to meet the organization's objectives require some improvement in order to match the supervision needs of staff and especially newly recruited staff.

Staff assessed financial management practices positively, particularly the budgeting process, financial contingency measures and the regular use of established procedures to maintain revenue and expenses in balance. Improvements were suggested in the accuracy of financial projections

and modification of expenditures on a timely basis whenever there are revenue shortfall and cash management procedures, which lead to untimely disbursement of funds. Staff members felt that there was some uncertainty about the future of financial contributions from bilateral development agencies for Amkeni.

There was strong agreement on high levels of stakeholder participation in assessing needs, designing projects, implementing projects and monitoring projects. Stakeholder participation in assessing project impact was assessed at the slightly lower level. Furthermore staff members agreed that there was equitable access and equitable benefit for under-represented stakeholder groups. Areas that were generally positive but could benefit from slight improvement are regular examinations of project participant needs to assess if they are changing and ensuring that local leadership has the necessary skills to carry out programs.

Staff members agreed that when doing project design, implementing projects and project monitoring and impact assessment stages adequate attention was given to economic sustainability, political sustainability, institutional sustainability and cultural sustainability. The quality of technical support for field-based activities was deemed acceptable, but not optimum.

While valuable linkages were being established with other NGOs and relevant policy makers and partnerships reported as established, these relationships were not systematically monitored and strategically integrated. There are inadequate forums for partners to openly share information, and inadequate mechanisms in place to foster trust and cooperation, individual partners contributing appropriately to shared goals and individual partners sharing in the benefits of the cooperative effort.

Staff members strongly agreed that result-based indicators were routinely used to assess and project impact on those served. Staff members also agreed that there was routine monitoring of project implementation against project plans. There was need for improvement pertaining to achieving intended impact as captured through internal or external evaluation. Staff members saw that there was a lack of recognition of the interdependence of the organization's units, departments or divisions when analyzing problems. In addition, it was found that units and departments were not involved in meeting major organizational challenges. Other areas that needed improvement is the sharing of information openly throughout the organization, the supply of adequate information to respond to priorities, the timeliness of information, the routine supply of information to staff in order to do their jobs effectively, the use of teamwork to respond to organization challenges, the use of staff input by leaders in order to strengthen decision making and the quality of staff meetings. One of the weakest aspects of Amkeni is that the organization is not a safe place for risk-taking and innovation while at the same time encouraging creativity and innovation from partners.

All staff members agreed that information contained in their reports to development partners was of high quality and demonstrated a clear understanding of their needs and requirements. Amkeni also uses the strategic planning as the basis for operational planning.

Gender Considerations

Amkeni as an organization believes and practices gender equity and equality. Career and development opportunities are offered equally to both women and men . There are proactive strategies in place to recruit women at all levels, including into senior management. Stereotypes and/or discriminatory attitudes are actively challenged in the workplace.

There are however some gaps that could be addressed such as the Management Committee having three men and two women woman. Staff capacity to conduct the necessary gender work is mostly adequate. Awareness of equality or gender issues is an important criteria in the selection of new staff. Staff are very open to changes in practice that will actively promote women rights. Amkeni has a reputation of integrity and competence on gender and women rights issues in relation to other organisations in Kenya.

Staff views of outcomes are summarized in the table below:

Outcome	Quantitative Indicator (S)	Qualitative Indicator(S)
Increased awareness on access to justice especially women, minorities, PWDs and youth	<ul style="list-style-type: none"> No. of CSO supported to undertake awareness on access to justice No. of citizens accessing justice from support CSOs 	<ul style="list-style-type: none"> Level of citizens accessing justice Existence of formal and informal mechanism for addressing access to justice
Increase realization of Human Rights (HR) especially Economic Social and Cultural Rights (ESCRs)	<ul style="list-style-type: none"> No. of CSO supported to undertake awareness projects on access to justice No. of citizens accessing justice due to support through CSOs 	<ul style="list-style-type: none"> Existence of formal or informal existence of mechanisms for dialogue on HRs issues. Existence of legislation and policies for realization of HR for all citizens
Improved awareness and participation of citizens on devolved government	<ul style="list-style-type: none"> No. of CSOs supported to implement Civic education No. of citizens reached through civic education 	<ul style="list-style-type: none"> Level of awareness on devolved government Level of citizen participation in elections
Outcome	Quantitative Indicator (S)	Qualitative Indicator(S)
Effective realization of human rights particularly economic, social and cultural (ESCRs) rights especially of marginalized groups such as women, PWDs and minorities increased.	<ul style="list-style-type: none"> Percentage change in proportion of Kenyans perceiving fulfillment of ESCRs Number of legislative and policy measures adopted to give effect to ESCRs Percentage increase in government spending per capita on ESCRs issues (disaggregated in terms of gender, age, disability and regions) 	<ul style="list-style-type: none"> Level of awareness among the citizens on human rights (disaggregated in terms of gender, age, disability and regions). Extent of citizen's influence in the development of legislative and policy frameworks on human rights

Outcome	Quantitative Indicator (S)	Qualitative Indicator(S)
Efficient and Enhanced Programme Development and Management	<ul style="list-style-type: none"> • Number of new CSO partners supported technically during project design and implementation through advice on project proposals, logical frameworks, AWP's and budgets • Gender and HRBA applied and/or monitored and reported in at least 50% of the project portfolio within the PO's area of responsibility • Number of Project Appraisal Committee meetings successfully organized 	<ul style="list-style-type: none"> • Quality of technical input during development of Annual and Quarterly Work Plans. • Quality management of project life cycle- setting up project baselines, annual targets, indicators and reporting on progress, risks and issues log, management responses and monitoring actions in a timely manner • Sound project implementation of projects to ensure delivery of Outcomes and Complementarity of implementation under the Grant Making, CB and KM pillars • Provide leadership in Outcome Area 3- Human Rights of the Amkeni Wakenya Strategic Plan • Guidelines and Concept Notes for Expressions of Interest and Calls for Proposals for CSOs developed and successfully implemented • Quality of Grants Assessment Reports prepared and • Sound project management and monitoring including management and control of project budgets and transaction approvals • Timely and quality narrative and financial reporting, organization of joint annual review meetings/project board • Work with the M&E Officer to ensure that the necessary M&E Frameworks and Plans are in place and are implemented;
• Programme Co-ordination		<ul style="list-style-type: none"> • Co-ordinate all programme aspects of the Annual Work Plan particularly those that relate to grant making and learning and knowledge management and ensure that these are allocated to individual programme staff

		<p>equitably and that these officers take responsibility for the performance of these tasks;</p> <ul style="list-style-type: none"> • Anticipate and respond to unexpected delays or situations that may affect programme delivery in consultation with individual program officers or program teams; • Ensure that project information remains easily accessible to all program staff. • Liaise with officers responsible for grant making, CB and LKM to ensure that these contribute to the overall vision and mission of Amkeni • Give periodic briefs to the Programme Manager and Amkeni Management Team on programme progress, risks, issues and plans.
<ul style="list-style-type: none"> • Knowledge Creation and Management 	<ul style="list-style-type: none"> • At least 2 substantive written technical contributions made to community of practice network displaying improvement on substance and skills related to area of expertise; • Number of inter-stakeholder learning forums in communities and regions organized and lessons learnt documented and disseminated 	<ul style="list-style-type: none"> • Demonstrated deep knowledge and substantive learning in the area of practice by undertaking at least 2 relevant substantive courses or participating in learning workshops in addition to mandatory UNDP LMS courses
<ul style="list-style-type: none"> • Capacity Building 	<ul style="list-style-type: none"> • Undertake individual CB needs and undertake at least one (1) training 	<ul style="list-style-type: none"> • Participate in individual capacity building visits for CSOs • Participate in capacity assessment of CSOs funded under new CFPs • Contribute to substantive development of the Capacity Building component through

		strategies and other technical documents
<ul style="list-style-type: none"> • Strategic partnership building and Resource Mobilization 	<ul style="list-style-type: none"> • Number of new partnership initiatives undertaken including joint field visits and programme reviews with donors, Government, UN agencies and CSOs • At least one joint structured field visit organized with key project stakeholders to deepen their understanding of the project objectives , practical achievements and challenges with a view to enhance and sustain partnerships 	<ul style="list-style-type: none"> • Provision of written sound advice to partners with the aim of influencing and shaping issues that are part of the wider national agenda in the relevant area of expertise • Demonstrated high level and result oriented engagement with key partners (existing/potential) on issues related to area of practice.

SECTION IV. CONCLUSIONS AND RECOMMENDATIONS

Overall Conclusion

Overall evaluators concluded that Amkeni has made a significant contribution to the higher level governance outcomes and to the governance reforms in Kenya. Amkeni through its partners has done an excellent job in the creation of awareness about the benefits of the Constitution of Kenya 2010 and continues strengthening the capacity of communities to participate in the implementation of the Constitution and working towards the achievement of the political pillar of Vision 2030. Amkeni has contributed significantly towards strengthening of the civil society, particularly at the community level.

Working closely with community based organizations, promoting innovative local approaches to community action and effectively using existing local capacity such as local artists, existing community structures such as women church groups, school committees will ensure the sustainability of Amkeni's efforts. Amkeni has managed to build awareness and capacity of marginalized and vulnerable people with relatively small funding. It has given a voice to people and gave them confidence that they have a role in new Kenya. In the areas where it operates, Amkeni is practically a household name. Unfortunately Amkeni only covers parts of Kenya. The demand for Amkeni services by far outstrips the supply.

Amkeni is staffed with highly qualified, experienced and committed professionals that are Kenyans, having stake in the improvement of the governance and possessing in depth understanding of political, economic and social environment. As such they can communicate effectively with partners and support them in mobilizing local capacity.

PROGRAMME EVALUATION

On Appropriateness and Relevance of Amkeni Strategy

- The strategy is appropriate and relevant

To the PMU:

- The PMU should maintain focus on achieving the objectives in the Strategic Plan
- Continue with the strategy but incorporate specific improvements such as sustainability criteria (selection of previous partners, greater sharing of good practices, using partners for capacity development), greater focus on outcomes
- The PMU should seek to build on the successes of the national healing and reconciliation project supported under Call 1 especially in the period before and after the General Election
- Participate in a strategic dialogue on the future desired state of civil society in democratic governance sector exploring issues of supporting community networks in human rights and devolution.
- Support Amkeni in increasing the visibility through the establishment of a strategic platform for civil society in democratic governance sector.
- Establish alumni network for more effective experience sharing and knowledge management.

To the Development Partners/UNDP:

- Lobby for increased funding for long- term planning
- With respect to elections, provide more resources towards the next two years to meet partners' needs in terms of free and fair elections

On Efficiency and Capacity

CONCLUSION	RECOMMENDATIONS
<ul style="list-style-type: none"> • Amkeni's capacity for programme as designed is inadequate • Efficiency is improving 	<p>To the PMU:</p> <ul style="list-style-type: none"> • Review capacity development strategy to make greater use of existing capacity that has been developed as a result of Amkeni funding and capacity development • Increase budget allocation for Learning and Knowledge Management function and strengthen the function <p>To the Development Partners/UNDP:</p> <ul style="list-style-type: none"> • Regular/periodic and systematic monitoring of financial and programme management during development partners meetings should be upheld to maintain efficiency
<p>Effectiveness</p> <ul style="list-style-type: none"> • Amkeni has been effective in increasing awareness of Kenyans particularly minority and marginalized groups. (P.11) • Amkeni represents one of the initial projects that are successfully funding CBOs at grassroots level in rural areas • Amkeni has a focus on increasing the capacity of grassroots organizations who with some gaps addressed are able to do their work more efficiently • Amkeni has simplified design and methodologies • With every call, Amkeni takes on a substantial number of new partners who require a lot of hand holding 	<p>To the PMU:</p> <ul style="list-style-type: none"> • Investing in grassroots CBOs may be demanding in terms of time and resources, but will guarantee sustainability. • Strengthen M&E of outcomes at the partners' and Amkeni levels. <p>To the Development Partners/ UNDP:</p> <ul style="list-style-type: none"> • These gains must be sustained and built upon for long-term sustainability. • Consider longer-term funding to groups that have provided civic education so that they can take the work to the next level of translating this awareness to active civic engagement
OUTCOME AND OUTPUT EVALUATION	

CONCLUSION

- **Availability and timely disbursement of funding was an enabling factor**
- **Changes in the Constitution of Kenya 2010 facilitated public interest litigation**
- **Importance of involving women and youth in mobilization of women and youth**
- **Inadequate resources particularly in marginalized areas such as Northern Kenya**
- **Short term perspective of development partners while outcomes in democratic governance require long term partnership**
- **Several respondents noted that staff interactions improved when program officers were assigned to specific organizations – communication became more expedient and information flows were improved**
- **Disbursement procedures changed, after dialogue with Amkeni, so that disruptions caused by funding delays were minimized – the policy of 70% disbursement at beginning of project year and 30% later works better (Outcome 4)**

RECOMMENDATIONS

To the PMU:

- **Deliberate targeting of women, youth and persons with disabilities must be upheld**
- **Support more and more public interest litigation cases particularly in the early phases of constitutional implementation**

To the UNDP:

- **Give more operational autonomy to the PMU to enable it to speed up the process of disbursement of funding to CSOs**
- **UNDP procedures need to be simplified and partners supported on how to use them to strengthen partnerships (p. 22)**

To the Development Partners:

- **Consider availing more resources to support programs in marginalized areas such as Northern Kenya**
- **Consider long-term investment in the Programme to facilitate long-term planning and implementation and provision of multi-year funding to CSOs for sustainable results**

CONCLUSION

RECOMMENDATIONS

Inadequate structural arrangements:

- **The function of Knowledge Management and Learning not reflected**
- **M&E function is too weak**
- **The UNDP bureaucracy still a bottleneck in some cases**
- **Risk management needs to be strengthened**
- **Value for money methodology is not clearly defined**

To the PMU/UNDP:

- Revise the organizational chart (Organogram) to include four positions reporting to Programme Manager: Grant Making Coordinator, Capacity Development Coordinator, Learning and Knowledge Management Coordinator and Operations Coordinator.
- Upgrade the position of M&E officer and place it in the Office of the Programme Manager
- Examine bureaucratic bottlenecks and suggest further areas of decentralization of operational authority from UNDP to Amkeni
- Similar to financial review, risk management should be discussed at the regular meetings – specifically risk matrix should be reviewed and updated for emerging issues
- VfM methodology should be developed at strategic level and M&E equipped to collect data for evidence-based assessment and reporting

M&E

- **Inadequate M&E framework, procedures and tools**
- **Inadequate baseline**
- **Inadequate capacity for M&E**

To the PMU:

- Develop jointly with partners indicators for outcomes and outputs
- Develop jointly with partners database for baseline
- Disseminate M&E framework to partners
- Train partners and staff in M&E
- Strengthen M&E function: move it to the Office of PM; recruit M&E Assistant

CONCLUSION

RECOMMENDATIONS

Managing partnerships

- **Selection criteria do not take into account past performance of partners**
- **Inadequate interaction and knowledge sharing among partners**
- **Apparent or perceived hostility and mistrust between national NGOs and community based organisation therefore hindering the cooperation between the two**
- **Inherent conflict between UN and expectations of partners in confronting duty bearers: Kenya is a member of UNDP yet partners expect Amkeni to speak for them when human rights are violated**

To the PMU:

- Review selection criteria as a priority to ensure that well performing partners from previous calls have an advantage
- Establish alumni network for more effective experience sharing and knowledge management
- Strengthen the function of Learning and Knowledge Management
- Review Learning and Knowledge Management strategy: ensure it includes exit strategy with grantees and more effective close down of Calls
- Establish/ strengthen/ support the platform that can negotiate/ lobby the Government and speak on behalf of Amkeni's partners
- Support greater cooperation between national NGOs and CBOs.

ORGANIZATIONAL ASSESSMENT

Organizational culture, systems and practices:

- **Communication is inadequate**
- **Inadequate teamwork and trust**
- **Emphasis on processes rather than results**
- **Inadequate time management**
- **Further decentralization to reduce bureaucratic bottlenecks**
- **Creativity and innovativeness**
- **Remnants of the culture of "blame", finger pointing,**

To the PMU and UNDP:

- Review internal communication, plan and implement specific improvements
- Invest in more team building, open communication and trust
- Review working practices to shift the emphasis from working hard to working smart
- Train everyone in time management and implement "consequences for not respecting time"
- Explore ways of greater operational autonomy for the PMU

CONCLUSION	RECOMMENDATIONS
<p>unwillingness to share the information</p>	<ul style="list-style-type: none"> • Explore ways of promoting creativity among staff and put in place reward system for such efforts • Promote open result based culture among staff members • Conduct a strategic review workshop for staff to address challenges of organizational culture, inadequate communication, inter-unit coordination and performance management. Review work design and flow, identify duplications and overlaps, areas of improvement and develop and implement the improvement plan. • Review internal communication, plan and implement specific improvements • Invest in more team building, open communication and trust. • Train everyone in time management and implement “consequences” for not respecting time.

SECTION V.APPENDICES

APPENDIX A: Terms of Reference

Terms of Reference

Request for Proposals

AMKENI WAKENYA MID - TERM REVIEW: July 2008 to December 2011

1. BACKGROUND

Amkeni Wakenya is a UNDP led facility set up to promote democratic governance in Kenya. The name “Amkeni Wakenya” is inspired by the second stanza of the National Anthem that calls upon all Kenyans to arise and actively participate in nation building. Amkeni Wakenya was established in July 2008, then known as the “Civil Society Democratic Governance Facility (CSDGF)” and works through Civil Society Organizations in the areas of democracy, human rights, governance reforms, and the integration of a rights based approach in social and economic reforms in Kenya. Participating development partners include the Royal Netherlands Embassy (RNE), the Swedish Embassy, Embassy of Norway, the European Union and the United Nations Development Programme (UNDP). At the time of inception Amkeni Wakenya operated on the basis of three pillars, namely grant making, capacity building and learning & knowledge management; however these pillars have now been modified in the Amkeni Strategic plan 2011-2015 and are known as programme delivery methodologies.

At the time of its inception the Amkeni project sought to set up a facility to support civil society activities in democratic governance. The long term outcomes of the project are to enable citizens to benefit from a more accountable, just, transparent and democratic society and to support civic engagement which empowers the citizens to influence public policies. The project supports activities to strengthen participatory democracy, social justice, the rule of law and protection of human rights and facilitate citizens’ active engagement in governance reforms and development processes.

Specific outputs of the programme include:

- i) Operational mechanisms for channeling support to civil society organizations in the area of democratic governance established
- ii) Civil society engagement in national development objectives and reforms in other priority areas in the democratic governance field strengthened
- iii) Coordination of donor support strengthened
- iv) Principles of organizational good governance practices adopted and implemented by participating organizations
- v) Public debate and civic awareness on result areas increased, leading to a more informed and participative citizenry, including in rural and remote areas
- vi) Structured dialogue between donors and civil society enhanced

The Overall programme objectives are:

- To enable citizens to benefit politically, socially and economically from a more accountable, just, transparent and democratic society that upholds the respect for human rights and fundamental freedoms
- To support civic engagement, which empowers all people to influence public policies, through their civil society organizations at all levels

The Specific programme objectives are:

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

Project Scope

The facility initially focused on the five priority reform areas of the GJLOs programme namely:

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

Amkeni Wakenya seeks to promote democratic governance reforms through supporting civil society organizations. The nature of support extended to civil society organizations by Amkeni Wakenya is through: Grant making, capacity development and learning and knowledge management. Since its inception Amkeni has managed to provide grants to CSOs and CBOs country wide through successive calls for proposals. So far Amkeni has published four calls for proposals and supported over 200 civil society organizations to undertake democratic governance reform initiatives mainly in the rural areas.

This independent Mid-term review seeks to assess the extent of the achievement of the intended results from the inception of Amkeni in July 2008 to December 2011, it shall also review the role that Amkeni and other partners have played in this regard. The Mid-term review will also help to clarify underlying factors affecting the situation, highlight unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming.

Brief National Context

Good governance is increasingly recognized as an important goal for ensuring stability, wealth creation, and poverty reduction, attaining sustainable human development, achieving the Millennium Development Goals (MDGs) and the strengthening of human rights. Good governance

and promotion of human rights has been captured as one of the policy priorities for the government Kenya. Kenya's Vision 2030 is the country's development blueprint covering the period from 2008 to 2030 and it aims at making Kenya a newly industrializing, middle income country providing high quality of life for all its citizens by the year 2030. The vision is based on three 'pillars' namely; the economic, social and political pillars.

Since independence, Kenyans have made many efforts aimed at reforming the democratic governance sector. More recently, in 2004, the Government, with the support of development partners, designed and implemented the ambitious Governance, Justice, Law and Order Sector (GJLOS) Reform Programme. This programme, which involved Government Ministries and Departments, civil society organizations (CSOs), and the private sector, was implemented in two phases: the One-Year Short-Term Priorities Programme (STPP) and the Medium Term Strategy for 2005-2009- aimed at institutional, policy and legal reforms. Amkeni was set up in order to strengthen the demand angle of the GJLOS programme through support to civil society organizations working in the democracy and governance sector.

Between 2008 and 2010, Kenya was well on the path to full recovery from the effects of the violence that was experienced between December 2007 and February 2008. Remarkable progress was made in returning the country to the path of stability and reforms. The constitution review process was restarted after Parliament passed the Constitution of Kenya (Amendment) Act and the Constitution of Kenya Review Act, both of 2010, which anchored the review process in the Constitution.

The successful and peaceful referendum held in August 2010 was a milestone in the history of this country and in the search for a new constitutional dispensation. The fact that the announcement of the results was received with peace and moderate, non-confrontational reaction, is a testament of renewed respect for democracy and the rule of law and Amkeni made its contribution in this process as well.

This does signify that Kenya has made progress since the 2007 elections, tragically characterised by post election violence. Given the management of the referendum by the Interim Independent Electoral Commission, there is renewed confidence in the electoral system. Kenyans are much more aware of their rights and responsibilities due to civic education programmes provided by several stakeholders including Amkeni Wakenya.

In spite of this progress, there are still several issues on human rights protection that still need to be addressed and also much progress is yet to be made on various governance reforms. The government of Kenya, together with other stakeholders, now face the big task of implementing the new constitution. This presents a huge challenge but also an enormous opportunity. The new Constitution being a rights based constitution for the first time presents a unique opportunity for real and meaningful change and sustainable development in Kenya. Constitutional reforms and in particular embarking expeditiously on a constitutional review process was seen as crucial in the quest to attain a peaceful and prosperous country. However, with the overwhelming approval of the

new Constitution at the Referendum, the journey is not over yet. Rather, only one hurdle in this long and difficult journey has been overcome. A lot of work and commitment lies ahead to effectively implement the Constitution, to raise awareness on the provisions of the new Constitution through civic education and to manage expectations and to maintain the momentum for reforms, this new call requires the support from all sectors of society more so the civil society. This new platform presented by the new constitution should be leveraged by Amkeni Wakenya in order to continue being relevant to the issues affecting the ordinary citizen.

The current political environment is open to citizen involvement and advocacy in regard to issues related to democratic rights, including basic freedoms of expression, assembly and association. Civil society, as a critical player in these processes, must play its role effectively to ensure that the Kenyan public participates effectively in these reforms and that the processes remain on course to the end. This calls for increasing civil society engagement in dialogue with government in the context of the ongoing reforms.

Civil society should continue to utilize advocacy to push for wider democratic changes by mobilizing wider public consensus and pushing for a thorough implementation of the reform agenda by the government. In other words, civil Society must continue to be vigilant in order to become the anchor of reform in Kenya.

Amkeni Wakenya recognizes the programmatic imperatives of acting to address the reform environment through support to civil society. Through support in form of grants to civil society, Amkeni intends to facilitate Kenya's civil society to concentrate more on the issues of democratic governance reforms and less on the search for financial resources. Amkeni also recognizes the different capacities in the civil society and continues to improve their capacities to deliver on democratic governance reforms. Providing a learning and knowledge management platform for the civil society will go a long way in strengthening the civil society sector in Kenya.

2. Purpose of the Mid-term Review

According to the Joint Statement of Intent (JSI), between the development partners supporting the Amkeni Wakenya facility, an independent mid- term review of the Amkeni Facility will be commissioned by UNDP in consultation with the Amkeni development partners group, to assess the structure of the facility as well as the progress made towards the realization of the facility's target outputs and outcomes. This review is to be conducted after the first two years of operation.

The overall objective of the review is to identify strengths and weaknesses of the project implementation process, progress towards targeted outcomes and to reinforce what works well and reduce weaknesses. The evaluation will therefore focus on the following among other areas :

- (i) Review institutional and management arrangements of the project;
- (ii) Review Project progress made towards meeting set targets and indicators;
- (iii) Undertake a stakeholder analysis, with a view to understanding the existing partnerships and working arrangements;
- (iv) Assess the results achieved so far by the project

The specific objectives of the mid-term review will be to assess the following:

- (i) The structure of the Amkeni Facility as currently constituted in order to establish the efficiency and effectiveness of the facility
- (ii) *Output analysis* - Determine the extent of the achievement of Amkeni's outputs and analysing the contributing factors and impediments to the achievement of the outcomes through related project outputs
- (iii) *Outcome analysis* – Assess the progress that has been made towards the achievement of the outcomes (including contributing factors and constraints)
- (iv) Assess the *partnership strategy* pursued by Amkeni in order to point out areas of weakness and areas that require further strengthening

The results of the mid-term review will be used by the Amkeni Facility, the development partners DG, the Stakeholders reference group and UNDP to strengthen, reorient and to guide future programming at the Facility. In this regard the mid-term review will:

- Identify strengths and weaknesses in the current structure and operations at the Facility and make recommendations
- Identify the challenges and successes of the Programme in respect of the stated outputs and outcomes.
- Identify the results achieved so far by the programme
- Extract lessons learnt and best practices for future interventions
- Identify priority areas of focus for future programming.
- Propose ways of coordinating donor interventions in the democratic governance sector

3. Scope of the Mid-term Review

This Mid-term review focuses on assessing how Amkeni's interventions have contributed to the achievement of the three outcomes, for the period 2008-2010 namely: 1. *Amkeni Established and providing sustainable financial support to civil society actors in the Democratic governance sector through grant making*; 2. *Capacity of CSOs in the democratic governance sector to mobilize communities to participate in strengthening democracy, social justice rule of law and human rights strengthened through capacity building*; 3. *Effective and strategic partnerships with and among key democratic governance actors established and strengthened*.

Following the adoption of the Amkeni Strategic Plan 2011-2015 at the end of 2010, this review is also expected to assess the four outcomes as per the strategic plan namely: 1: *Access to Justice for all especially the poor and marginalized in Kenya enhanced*; 2. *Enhanced Citizen Participation in the setting up of 24 people-centered, accountable and responsive devolved governments*; 3. *Effective realization of all human rights particularly Economic, Social and Cultural Rights (ESCRs) enhanced*; 4. *Efficiency and effectiveness of Amkeni Wakenya to provide support to civil society organizations in the democratic governance sector in Kenya enhanced*

The review assesses the relevance of the interventions undertaken in contributing to the attainment of these seven outcomes.

Further, this review assesses the relevance of these outcomes and how they contribute to the achievement of the UNDP UNDAF outcome1 on *Democratic Governance and Human Rights including Gender Equality Progressively Accelerated and Realized*

The Review will seek to address the following questions:

- Assess the appropriateness and relevance of the Amkeni Facility strategies in addressing Kenya's national priorities in the democratic governance sector. Assess the extent to which the outcomes have been achieved given the activities supported by the Amkeni Facility.
- Assess the Amkeni strategic and planning processes to determine the quality of Programme design (strengths, gaps and weaknesses) and provide recommendations as to their improvement;
- Assess whether the indicators used were specific, measurable, attainable, relevant, trackable
- Provide an appraisal on the validity/relevance of the outcomes for Amkeni supported interventions and the extent to which the set results have been achieved Both at the implementing partner level and at the Amkeni Facility level
- Identify lessons learnt from previous and ongoing interventions in the reforms in the democratic governance sector
- Review and assess the Programme's partnership and coordination with the government bodies, civil society and private sector, and other programme management units working in the democratic governance sector in Programme implementation and comment on its sustainability;
- Review and assess the efficiency of implementation and management arrangements of the Programme both at the Facility (Amkeni) level and at CSO/CBO (Implementing partners level)
- Undertake a stakeholder analysis of the Amkeni stakeholders including their existing roles, partnerships and working arrangements, these include the Amkeni Stakeholders Reference Group and the Amkeni Development partners Group.
- Review links/joint activities of Amkeni other UNDP Programmes and UN Agencies and how these have contributed to the achievement of the outcomes;
- Where appropriate provide recommendations on how best to realize the Amkeni outcomes and its planned interventions

Outcome Analysis

- Examine relevance of the intended outcomes in the context of the development and governance issues in Kenya
- Determine the extent of the progress made towards the achievement of the seven Amkeni Outcomes: Outcome 1. *Amkeni Established and providing sustainable financial support to civil society actors in the Democratic governance sector through grant making*; Outcome 2. *Capacity of CSOs in the democratic governance sector to mobilize communities to participate in strengthening democracy, social justice rule of law and human rights strengthened through capacity building*; Outcome 3. *Effective and strategic partnerships with and among key democratic governance actors established and strengthened*. 4: *Access to Justice for all especially the poor and marginalized in Kenya enhanced*; 5. *Enhanced Citizen Participation in the setting up of 24 people-centered, accountable and responsive devolved governments*; 6. *Effective realization of all human rights particularly Economic, Social and Cultural Rights (ESCRs) enhanced*; 7. *Efficiency and effectiveness of Amkeni Wakenya to provide support to civil society organizations in the democratic governance sector in Kenya enhanced*
- Identify the challenges to attainment of the Outcomes.
- Identify factors that contributed to or adversely affected the achievement of the Outcomes
- Analyze the underlying, external factors beyond Amkeni's control that influence the attainment of the planned outcomes
- Identify the contribution of the implementing partners interventions (CSOs) towards the attainment of the outcomes

- Distinguish the substantive design issues from the key implementation and/or management issues, including the timeliness of outputs, the degree of stakeholders and partners' involvement and how the process is managed or carried out
- Ascertain the prospects of sustainability of Amkeni interventions related to each of the outcomes

Output Analysis

- Determine whether or not the Amkeni outputs are still relevant to the Outcomes
- Examine the progress made in the attainment of the following Amkeni Outputs for the period 2008- 2010):
- **Output 1.1** *Financial resources mobilized and grants provided to civil society organizations:*
- Are the financial resources mobilized and the grants provided to civil society organizations adequate?
- Have the grants provided to CSOs been utilized adequately?
- Analyze the involvement of targeted beneficiaries, particularly women, PWDs and other vulnerable groups in the attainment of the project outputs at the CSO/CBO level
- **Output 1.2** *Competent technical staff recruited and retained at Amkeni to provide technical support to the civil society sector;*
- Assess the adequacy of staff at Amkeni in the discharge of its mandate
- Does the staff at Amkeni provide adequate technical support to the civil society sector
- **Output 1.3** *internal corporate governance structures and systems built and strengthened.*
- Examine the efficiency and effectiveness of Amkeni's internal corporate governance structures and systems in enabling Amkeni to discharge its functions
- **Output 2.1** *Organizational and financial capacity of CSOs strengthened;*
- To what extent have the organizational and financial capacities of Amkeni grantees been strengthened
- **Output 2.2** *Technical support provided to CSOs to enable them to mobilize communities and undertake advocacy.*
- What is the adequacy of the technical support provided to CSOs to enable them mobilize communities to undertake advocacy work in their communities
- **Output 3.1** *Strategic partnerships established between Amkeni and other DG actors;*
- Examine the extent of the partnerships established between Amkeni and other democratic governance actors
- **Output 3.2** *Linkages between CSOs and other DG actors facilitated*
- Examine the role that Amkeni has played in facilitating linkages between CSOs and other democratic governance actors?
- The review shall also examine the progress made in the attainment of the following Amkeni Outputs for the period 2011, after the adoption of the Amkeni strategic plan 2011-2015)
- Output1.1: Increased citizens' awareness on the administration of justice including among women, persons with disabilities and minorities
- Output 1.2: Increased citizen engagement in the development of legislative and policy frameworks on access to justice to ensure that the interests of women, Persons with disability and other minority groups are taken on board
- Output1.3: Promotion of alternative forms of dispute resolution and facilitation of referral mechanisms

- Output 2.1: Citizens awareness on the new devolved structures and avenues of representation increased
- Output 2.2: Citizens engagement in the development and implementation of the policy and legislative frameworks setting up new devolved structures facilitated, including engagement of women, PWDs and minorities
- Output 2.3 Accountability and transparency in the management of devolved government structures promoted
- Output 2.4: Engagement with national processes/institutions involved in the devolved government reforms facilitated

- Output 3.1: Increased citizen's awareness of human rights especially ESCRs and specific application of rights:
- Output 3.2: Increased citizen's engagement in the development and implementation of legislative and policy frameworks on human rights
- Output 3.3: New partnerships strengthened to enhance accountability and monitoring of the implementation of constitutional provisions on human rights.

- Output 4.1: Sufficient financial and technical resources mobilized
- Output 4.2: Internal business processes, systems and programme delivery methodologies Strengthened
- Output 4.3: Internal corporate governance structures and systems built and strengthened
- Output 4.4: Human resources planned and managed

- Identify the factors (positive and negative) that have affected the accomplishment of the Amkeni Outputs
- What areas should Amkeni improve in order to enhance the achievement of these outputs?

4. Review Methodology

The evaluators should make the evaluation process participatory through consultations with key stakeholders in order to utilize existing information, examine local sources of knowledge and to enhance awareness about mainstreaming results-based management.

During the review, the evaluators are expected to apply the following approaches (among others) for data collection and analysis:

- Desk review of relevant project documents:
 - Project Document;
 - Annual Project Reports
 - Project progress reports;
 - Amkeni Strategic plan
 - DEX project audit reports;
 - Project Logical Frameworks
 - Annual Workplans
 - Review reports
 - Consultancy reports.
- Discussions/interviews with the Senior Management and programme staff of UNDP and Amkeni Wakenya

- Briefing and debriefing sessions with UNDP and Amkeni as well as with development partners, SRG and Implementing partners;
- Interviews with key informants (including gathering the information on what the partners have achieved with regard to the outcomes and outputs
- Field visits to selected project sites and discussions/interviews with project teams, project beneficiaries;
- Consultation meetings/ Focus Group discussions

Interviews:

The consultants will liaise and gather information through meetings and interviews with key informants, with the various stakeholders including the Amkeni team, UNDP, development partners, stakeholder Reference Group, cooperating partners in the democratic governance sector, NGOs and CBOs and private sector representatives, as well as beneficiaries and local communities.

Field Visits:

Field trips will be undertaken to project sites to confirm and verify developments on the ground and to assess the work which the Amkeni funds have been doing within the communities.

Presentation of the Findings:

The initial findings and recommendations will be presented to Amkeni Wakenya, UNDP, representatives of the development partners and the Amkeni Stakeholders Reference Group.

5. Evaluation Team Composition

a) Review Team

The Consultancy Firm will designate an evaluation team which will consist of one Lead Consultant and an evaluation team. Under the overall supervision of the Amkeni Wakenya Programme Manager, the Evaluation Team will conduct a participatory Mid-term review.

b) Evaluation/ Review Ethics

1. The Review should be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (see UNEG Norms and standards in the [United Nations Evaluation Group Standards for Evaluation in the UN](#) (2005) and the [Ethical Code of Conduct for Evaluation in UNDP](#)

c) Requirements

Qualification Requirements for the Consultancy Firm

The successful Consultancy Firm should have:

- A minimum of **five (5)** years of solid experience in undertaking evaluations and impact assessments of large scale donor-funded projects preferably in the field of democratic governance in Kenya or East African region
- Demonstrable understanding of capacity development/strengthening of the civil society sector in Kenya or East African region.

- Working knowledge of UNDP, the civil society sector and working with state/ public authorities on issues related to democratic governance.
- Ability to design evaluation studies and apply them using a variety of quantitative and qualitative methods
- Ability to designate a qualified Lead Consultant to be in charge of the Review and a qualified evaluation team
- Legally registered in Kenya

Qualification Requirements for the Lead Consultant

- A PHD in social sciences or a Master's degree in political science, law or social sciences with ten (10) years post qualification experience in the relevant field.
- Strong evaluation skills and extensive experience in conducting evaluations
- Demonstrable understanding of capacity development/strengthening of the civil society sector
- Working knowledge of UNDP, the civil society sector and working with state/ public authorities on issues related to democratic governance.
- Knowledge of gender, women empowerment and human rights is essential
- Extensive knowledge of result-based management, monitoring and evaluation
- Experience in applying SMART indicators and reconstructing or validating baseline scenarios
- Professional expertise in international development co-operation, in areas of democratic governance, programme evaluations reviews and impact assessments
- Demonstrated analytical, communication and report writing skills
- Fluency in speaking and writing in English

The **Lead Consultant** will have overall responsibility for the quality and timely submission of all deliverables including the final evaluation report to Amkeni Wakenya. Specifically, the lead consultant will perform the following tasks:

- Lead and manage the evaluation team
- Design the detailed evaluation plan, methodology and survey instruments;
- Ensure efficient division of tasks between the members of the evaluation team
- Draft and communicate the evaluation report to Amkeni Wakenya

Qualification Requirements for the Evaluation team

The Consultancy firm shall designate an evaluation team to work under the Lead Consultant with good credentials and qualifications in the following areas:

- Masters degree in Law, political science, public administration or social sciences
- At least 7 years of professional experience in the area of democratic governance
- Strong evaluation skills and extensive experience (at least 8 years) in conducting programmatic as well as financial evaluations and reviews of projects in the non-governmental sector
- Proven expertise in project/programme management
- Demonstrable expertise and experience in monitoring and evaluation of governance programmes
- Sound knowledge and understanding of the governance processes in Kenya

- Experience in conducting reviews and evaluations
- Experience in conducting value for money reviews and evaluations
- Good analytical and report writing skills
- Fluency in speaking and writing in English

The Review team will among others perform the following tasks:

- Review programme and financial documents
- Participate in the design of the evaluation methodology;
- Conduct the outcome and output evaluations in accordance with the proposed objectives and scope of the evaluation;
- Interrogate and integrate financial aspects of the project in the mid-term review
- Ensure that the review focuses adequate attention on the value for money dimension
- Participate in the field work
- Assist the Lead Consultant in finalizing the draft evaluation report through incorporating suggestions received.

6. **Planning and Implementation Arrangements**

a) **Management arrangements** – In order to maintain the independence of the review, the **Amkeni Review Reference Group (RRG)** will be responsible for the overall management of the review. The Review Reference Group will consist of the following:

- The Amkeni Programme Manager
- The Amkeni Lead Donor
- UNDP Representative
- Amkeni SRG Representative
- Amkeni M&E Officer – Focal Point

The management tasks for the Review Reference Group (RRG) are:

- Reviewing and Approving the TORs
- Approving the recruitment of the Consultants
- Reviewing the Review plan and methodology proposed by the consultants
- Reviewing and approving the Inception Report
- Reviewing and approving the draft Review Report
- Reviewing and approving the Final mid-term Review Report

The Amkeni Programme Manager will liaise with the team of consultants to set up the stakeholder interviews, arrange the field visits, co-ordinate and liaise with other project stakeholders.

b) Tentative time frame and schedule for the Review:-

The duration of the assignment is 60 working days including the writing of the report.

Activity	Timeframe	Responsible Party	Remarks
Initial briefing	(One day)	Amkeni team, Representatives of development partners, SRG representatives, Lead Consultant, Evaluation team	
Desk review, Review design & methodology and detailed work plan, and access to relevant reports	(Seven days)	Lead Consultant Evaluation team	
Presentation of Inception Report	(One day)	Lead Consultant Evaluation team	
Consultations, meetings as well as field visits to project sites Analysis and synthesis of the findings	(Twenty seven (27) days)	Lead Consultant, Evaluation team Amkeni team	
Preparation of draft Review report	(Eight days)	Lead Consultant, Evaluation team	
Presentation of draft Review report to Amkeni, SRG, Development partners, UNDP	(One day)	Lead Consultant, Evaluation team	
Feed-back by the Amkeni, SRG,DG and other stakeholders	(Seven days)	Amkeni RRG	
Finalization of Review report incorporating additions and comments provided by the Amkeni team and the stakeholders	(Seven days)	Lead Consultant, Evaluation team	
Submission of the final Mid-term review report to Amkeni Wakenya	(One day)	Lead Consultant Evaluation team	

c) Key Deliverables

- 1) An Inception report
- 2) Initial briefing on major findings, conclusions and recommendations in the Draft report
- 3) A comprehensive analytical report in English that should include at least the following contents:

Executive Summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

The Project(s) and its development Context

- Project start and its duration
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

Findings and Conclusions

Project Formulation:

Conceptualisation/Design: This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy is adequate. It should also include an assessment of the logical framework(s) and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g. same focal area) were incorporated into project design.

Country Ownership: Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national development interests.

Stakeholder Participation: Assess information dissemination, consultation and stakeholder participation in design stages.

Replication Approach: Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this is also related to actual practices undertaken during implementation).

Linkages between the project and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

Project Implementation:

Implementation Approach: This should include assessments of the following aspects:

- (i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required. Also if the project adjusted certain activities and indicators within the logical framework should be reviewed against the original logical framework and assessed. Other elements of adaptive management such as comprehensive work

- plans routinely developed that reflect adaptive management and /or changes in management arrangements to enhance implementation.
- (ii) An assessment of the adequacy of the project institutional and management arrangements.
 - (iii) An assessment and analysis of the outputs: whether these are being achieved as per schedule and/or whether there is a need to modify or change some of these; reason for any shortfalls and whether there are any unexpected results.
 - (iv) An assessment and analysis of the outcome: whether these are being achieved; reason for any shortfalls and whether there are any unexpected results.
 - (v) An analysis of factors within and beyond Amkeni Wakenya's control that are influencing performance and success of the project (including the strengths, weaknesses, opportunities and threats) in contributing to the realization of the outputs and outcomes;
 - (vi) An analysis of whether the project's interventions can be credibly linked to achievement of the outcome, including the key outputs and assistance provided, both soft and hard;
 - (vii) Whether the project's partnership strategy has been appropriate and effective including the range and quality of partnerships and collaboration developed with other ministries, civil society, donors, the private sector and whether these have contributed to improved project delivery. The degree of stakeholder and partner involvement in the various processes related to the outputs and outcome. How synergies can be built with other projects within the sector.
 - (viii) Technical capacities associated with the project and their role in project development, management and achievements.
 - (ix) Value for money analysis and a chart of the funds flow and the time taken

Specifically, the evaluation report should assess the relevance of the project within the local, national, regional and global context. The potential sustainability of results should be addressed and strategies to improve this element suggested. The evaluation report should also indicate how well the project has performed.

Monitoring and Evaluation: Including an assessment as to whether there has been adequate periodic oversight of activities/field visits during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of the monitoring oversight and evaluation reports.

Stakeholder Participation: This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:

- (i) The production and dissemination of information generated by the project including the potential role of public-private-community partnerships in the implementation of the project
- (ii) The role of the Amkeni Stakeholder Reference Group as an advisory structure to the programme, their role in the attainment of project results, acceptability in the CSO sector, utility of their advice and how to strengthen the SRG

- (iii) Local resource CBOs, CSOs, government and NGOs participation in project implementation and decision-making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
- (iv) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have on project implementation.

Financial Planning: Including an assessment of:

- The actual project cost as per each of the 4 calls of Proposals published by Amkeni Wakenya so far, Call 1: Emerging issues, Call 2: Core and project, Call 3: Civic Education on the referendum, Call 4: Devolution, human rights and access to Justice
- Review the adequacy of the amounts disbursed as per the calls for proposals and make recommendations
- The cost-effectiveness of project achievements
- Financial management (including disbursement issues to CBOs and CSOs)

Results

- *Attainment of Outcomes / Achievements of Objectives:* Include a description and rating of the extent to which the project's objectives were achieved using Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), and Unsatisfactory ratings (U). This rating should be done for the seven outcomes of Amkeni namely: *Amkeni Established and providing sustainable financial support to civil society actors in the Democratic governance sector through grant making; Outcome 2. Capacity of CSOs in the democratic governance sector to mobilize communities to participate in strengthening democracy, social justice rule of law and human rights strengthened through capacity building; Outcome 3. Effective and strategic partnerships with and among key democratic governance actors established and strengthened through learning and knowledge management. 4: Access to Justice for all especially the poor and marginalized in Kenya enhanced; 5. Enhanced Citizen Participation in the setting up of 24 people-centered, accountable and responsive devolved governments; 6. Effective realization of all human rights particularly Economic, Social and Cultural Rights (ESCRs) enhanced; 7. Efficiency and effectiveness of Amkeni Wakenya to provide support to civil society organizations in the democratic governance sector in Kenya enhanced*
- This rating should also be applied to each of the four calls for proposals namely: Call 1: Emerging issues, Call 2: Core and project funding, Call 3: Civic Education on the Referendum, Call 4: Devolution, human rights and access to Justice

The review should also document the actual results and the thematic achievements of the four calls Review and make recommendations on the suitability of the three Annual civil society weeks held so far as platforms for civil society engagement

Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after the Amkeni assistance has come to an end.

Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow-up or reinforce benefits/ results from the project

- Proposals for future directions underlining main objectives and in particular strategies and recommendations for exiting or scaling-down of the project as the partnerships are being developed

Lessons Learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

Evaluation Report Annexes

- Evaluation TORs
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Questionnaire used and summary of results

e) Reporting

The Consultancy Firm will be reporting directly to the Amkeni Wakenya Programme Manager who will liaise with the Amkeni Review Reference Group, Development partners group, the stakeholders Reference Group and other stakeholders.

f) Duration of Assignment

The assignment should be executed within a period of one month (60 working days).

g) Fee

The Consultancy firm will be recruited and paid in accordance with UNDP terms and conditions of remuneration for consultants. The payments to the Consultancy Firm will be pegged on the attainment of certain Milestones as per the Work Schedule. Upon the presentation of the Inception Report the consultancy firm will be paid 30% of the amounts and the balance of 70% will be paid upon the presentation of the approved Final Report.

Annexes

2. UNEG Norms and standards in the [United Nations Evaluation Group Standards for Evaluation in the UN](#) (2005).
3. Code of conduct for Evaluators in the UN System which is found in the [Ethical Code of Conduct for Evaluation in UNDP](#)

APPENDIX B: List of Selected Partners

REGION	FOCUS	ORGANISATION	LOCATION	CALL
NAIROBI	General	1. ActionAid International	Nairobi	2
		2. Africog	"	2
		3. CLARION	"	2
		4. ICJ Kenya	"	2
		5. IMLU	"	4
		6. Kituo Cha Sheria	"	4
		7. Kenya Human Rights Commission	"	2
		8. TI Kenya	"	4
		9. Legal Resources Foundation	"	1
		10. SODNET	"	QRF, 4
		11. Poverty Eradication Network (PEN)	"	4
		12. Christian Partners Development Agency (CPDA)	"	1,4
		13. Partners in Tea Initiative (PITI)	"	1,3
	PWDs	14. Deaf Empowerment Kenya	"	1,3
		15. Deaf Initiative Network- Kenya	"	4
		16. UDEK	"	2
		17. Autism Society of Kenya	"	2
	Women	18. FIDA	"	1
		19. YWCA	"	1
		20. Africa Women's Study Centre, UON	"	4
		21. Maendeleo Ya Wanawake	"	1
		22. Women Empowerment Link (WEL)	"	QRF
		23. Foundation for Women's Rights in Kenya (FFWR-K)	"	QRF, 4
		24. League of Pastoralist Women of Kenya (LPWK)	"	QRF, 4
	Minorities	25. Pastoralists Devt Network of Kenya	"	QR
		26. Centre for Minority Rights Development (CEMIRIDE)	"	QRF
	Youth	27. Africa Youth Trust (AYT)	"	QRF
		28. Youth Agenda	"	2
	Children	29. The CRADLE	"	2
CENTRAL RIFT (NAKURU)	General	1. Kenya Land Alliance	Nakuru	2
		2. Centre for Enhancement of Democracy and Good Governance (CEDGG)	Nakuru	4
		3. Mau Development Project	Njoro	3
		4. Koibatek Socio-Environmental Org	Eldama Ravine	3,4

REGION	FOCUS	ORGANISATION	LOCATION	CALL
	Minorities	5. Kampi Ya Moto Roof Water Harv.	Mogotio	3
		6. Ogiek Peoples Devt Programme	Nakuru	1,3
		7. Endorois Welfare Council	Nakuru	QRF
	Youth	8. REPACTED	Nakuru	4
		9. SPEAK	Gilgil	3,4
NORTH RIFT (ELDORET)	General	10. Great Rift Valley Development Agency (GRVDA)	Eldoret	2
		11. Centre for Human Rights and Democracy (CHRD)	Eldoret	2
	Women	12. ECWD	Eldoret	3
		13. Rift Valley Maendeleo Ya Wanawake	Eldoret	3
SOUTH RIFT (KAJIADO)	General	14. Ewuaso Ang	Kajiado	4
		15. Dupoto E-Maa	Kajiado	3
	Women	16. CIWOCH	Magadi	3
	Minorities	17. Mainyoito Pastoralist Integrated Development Org (MPIDO)	Bomas	1,4
WESTERN (KAKAMEGA)	General	1. NOVOK	Kakamega	2
		2. Chavakali Market Stakeholders	Chavakali	4
		3. African Development Emergence	Busia	4
		4. Abalomandala Development Foundation	Busia	4
	Women	5. Umoja Women Group	Busia	1
	Youth	6. Eshinamwenyuli Youth Group (EYG)	Kakamega	1, 2
NYANZA (KISUMU)	General	7. CSO Network	Kisumu	4
		8. East Africa Collaboration for Economic, Social and Cultural Rights (EACOR)	"	4
		9. RAPADO	"	4
		10. Peer Support Self Help Group	"	1
		11. KCPA	"	2
		12. SUCAM	"	2
	Women	13. Women Shadow Parliament	"	1,3,4
		14. KEFEADO	"	1
	Youth	15. Chuny Thuolo Youth Group	Homa Bay	1,4
		16. YOFAK	Kisumu	2
COAST (MOMBASA)	General	1. Illishe Trust		2
		2. Coast Development Lobby Group		2
		3. Kwetu Sustainable Development		2
UPPER EASTERN (MERU)	General	1. Balm Touch International	Meru	1,3
		2. RIDEP	Tharaka	1,3
		3. Mugwe CBO	Meru	4
		4. Solidarity Goodwill Services	Meru	4

REGION	FOCUS	ORGANISATION	LOCATION	CALL
		5. FONI	Isiolo	2
	Women	6. Rural Community Development Agency	Meru	1,3

Regional spread	Nairobi: 29 ,	Rift Valley: 17	Western/Nyanza: 16	Coast: 3	Eastern: 6
Special Interest	General: 40	Women: 14	PWDs: 4	Youth: 8	Minorities: 5
Calls	Call 1: 6	Call 2: 21	Call 3: 13	Call 4: 16	QRF: 8

APPENDIX C: Respondents' List

Name	Organization	Phone	Email
Virginia Koech	SPEAK Kenya	0724773928	vicko0881@yahoo.com
Suleiman Musa	SPEAK Kenya	0724229047	speakgrp@gmail.com;smusa13@gmail.com
Emmanuel Koech	OGIEK People's Development Program	0726573713	lemis.emmanuel@yahoo.com
James Makumi	Mau Development Project	0722306649	james.makumi@yahoo.com
Ogina Hillary	KLA	0721825356	hkocany@kenyalandalliance.or.ke
Oliver Waindi	KLA	0720393378	owaindi@kenyalandalliance.or.ke
Collins D. Oduor	REPACTED	0721637457	collins@repactedkenya.com
Omeny Alaro	REPACTED Kenya	0722433993	chris@repactedkenya.com
Edgar Mwinamo	SPEAK Kenya	0728966838	edgarmwinamo@gmail.com
Mercy Menye	Koibater Socio Environmental Organization	0703576181	mercymenye@yahoo.com
Anthony Mokaya	KLA	0710772698	amokaya@kenyalandalliance.or.ke
Chirema Josephat Kombo	Ilishe Trust	0720997935	chiremakombo@yahoo.com
Jimmy Ngondi	Ilishe Trust	0721310640	jimmyngondi@yahoo.com
Joria Sudi	Kwetu Training Centre	0721977275	sudi.joria@gmail.com
Holliness Agamo Kahaso	Ilishe Trust	0725455057	hollybens@yahoo.com
Athman Mohammed	Ilishe Trust	0720711770	athman69@yahoo.com
David Kibet	Great Rift Valley Development Agency	0710728077	david.cheboi@grvda.org
Nick Omitto	Centre for Human Rights & Democracy	0723913269	chrdero2000@yahoo.com
Cynthia Mutere	SRG Member – Western/Nyanza	0722556738	kwedowee@yahoo.com
Joseph Omwanga	Abalomandala Development Foundation	0722389788	josephombita@yahoo.com
Zablon Indakwa	Eshinamwenyuli Youth Group	0734700552	eyg_1996@yhao.com
Bruno Otsyula	African Development & Emergency Organization	0723372975	ndubibruno@yahoo.com
Douglas Chavanua	Chavakali Market Stakeholders	0720304811	chavamast@gmail.com
Dr. Jared Orembe	Eshinamwenyuli Youth Group	0722943088	eyg_1996@yahoo.com
Muswahili Evans	NOVOK	0726488107	emuswahili@yahoo.com
Betty Okero	CSO Network	0723277927	bettyokero@cs-network.org
Arum Michael	SUCAM	0722691900	sucam@kenyalink.org
Bether Kokach	EACOR	0712294120	bether@earconet.org
Samwel Oyomo	EACOR	0711570048	po@earconet.org
Steve Omondi	CSO Network	0723775794	steve.omondi@cs-network.org
Evanson Ondiek	Chuny Thuolo Group	0724557271	evansondiek@yahoo.com
Jared Omware	Youth Fighting Against HIV/AIDS in Kenya	0734673059	jalphonc2004@yahoo.com
Dr. Hannington Ochiel	Community Service Consultancy	0722794965	hansochiel@yahoo.com

APPENDIX D: Data Collection Tools
REVIEW TOOL I: STRATEGIC ALIGNMENT CHECKLIST

Directions:

The following questionnaire should be filled out *individually by department heads of Amkeni waKenya*.

Each question should be answered as fully as possible, giving concrete examples where required.

Send the completed questionnaires to folang@ecmcentre.com **on or before 1st April 2012**.

Confidentiality

This survey is completely confidential; you do not need to write your name on it and responses will not be attributed to any individual.

Once you return the survey, your responses will be entered by a consultant from outside AMKENI waKENYA so please, be as honest as possible.

Thank you.

Outcome Assessment

1. What outcomes are you accountable for?
2. To what extent are your outcomes measurable (quantitatively and qualitatively)?
3. What are quantitative and qualitative indicators of your outcome(s)?

Outcome	Quantitative Indicator (S)	Qualitative Indicator(S)	Comment(s)

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4. Do all the employees in your team/unit know the expected outcome/ results of your unit/ team and can explain how they are contributing to the achievement of the same?
5. Have you communicated with other organizational unit about your expected outcomes/ results and how it will affect them and what they can do to help you achieve your outcome/ result?
6. Is there any room for misinterpretation of the expected outcome(s)/ results among your employees and others in AMKENI waKENYA? Are any of the expected outcomes/ results vague and could be misinterpreted?
7. Are there any activities you perform that are not directly related to your key performance indicators and expected outcomes/ results? What are those activities?
8. Do the job descriptions and KPIs for each employee directly reflect the outcome/ results of your unit?
9. Are key performance indicators aligned to your outcomes?
10. Is your performance measurement system aligned to your strategic outcomes? When was this alignment done? Who participated in it?
11. How would you describe AMKENI waKENYA's organizational culture? Explain with examples.

ASPECT	EVIDENCE
Cooperative: AMKENI waKENYA focuses on the customer and delivery to the customer,	

resulting in customization and tailoring to customer needs.

Merit Focused: The organization or team focuses on how it can organize and create predictability, reliability, low cost and structure.

Actualized: The organization or team focuses on fulfilling the human potential, helping create better lives for its customers and offering self-actualization.

Creative: The organization or team focuses on creating superiority of product or service, uniqueness, one of a kind value-add service and product.

12. Was culture overlooked when defining the plan's underlying execution tactics? Explain
13. Are all plan outcomes / goals related in some tangible way to creating value for the customers and markets served by your organization? Explain.
14. Does your planning process make the distinction between strategic and operational planning? Explain.
15. Is the process effective and repeatable in consistently defining meaningful goals that get achieved as expected when the plan is followed? Explain.

REVIEW TOOL II: PARTICIPATORY ORGANIZATIONAL EVALUATION TOOL

POET Participatory Organizational Evaluation Tool⁶

Directions:

All 100 numbered items should be scored individually by each member of the Amkeni waKenya using the following scale:

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Send the completed questionnaires to folang@ecmcentre.com on or before 1st April 2012.

Confidentiality

This survey is completely confidential; you do not need to write your name on it and responses will not be attributed to any individual.

Once you return the survey, your responses will be entered by a consultant from outside AMKENI waKENYA so please, be as honest as possible.

Thank you.

⁶ Developed by UNDG

Organizational Area	Score
Human Resource Management	X
1. We routinely offer staff training.	
2. Our staff training directly contributes to the achievement of our Amkeni Kenya's priorities.	
3. We have the appropriate staff skills to achieve our mission.	
4. We have the appropriate staff numbers to achieve our mission.	
5. Recruitment systems and practices help us to achieve the desired levels of staff.	
6. Compensation (salary and benefits) systems and practices help us to achieve the desired levels of staff.	
7. Personnel evaluation systems and practices help us to achieve the desired levels of staff.	
8. Promotion (professional advancement) systems and practices help us to achieve the desired levels of staff.	
9. Grievances and conflict resolution systems and practices help us to achieve the desired levels of staff.	
10. Staffing (allocation of tasks and responsibilities) systems and practices help us to achieve the desired levels of staff.	
11. Supervision systems and practices help us to achieve the desired levels of staff.	
12. Our staff reflects the diversity of our constituents.	
13. Supervisory practices enhance our staff's capacity to meet the organization's objectives.	
Organizational Area	Score
Financial Resource Management	X
14. The budgeting process leads us to allocate funds in a way that closely reflects our organizational priorities.	
15. We <i>regularly</i> use established procedures to maintain our revenue and expenses in balance.	
16. Our financial projections are accurate.	
17. We modify our expenditures on a timely basis whenever we have revenue shortfalls.	
18. Our financial contingency measures prevent operational disruptions.	
19. Our cash management procedures lead to the timely disbursement of funds.	
20. We take concrete measures to increase our financial support from private individuals.	
21. We take concrete measures to increase our financial support from corporations.	
22. We take concrete measures to increase our financial support from foundations.	
23. We take concrete measures to increase our financial support from public sector/ government.	
24. We take concrete measures to increase our financial support from bilateral/ multilaterals.	
25. The <i>level of financial support</i> from private individuals is remaining steady or increasing.	
26. The level of financial support from corporations is remaining steady or increasing.	
27. The level of financial support from foundations is remaining steady or increasing.	
28. The level of financial support from public sector/ government is remaining steady or increasing.	
29. The level of financial support from bilateral/ multilaterals is remaining steady or increasing.	
Organizational Area	Score
Equitable Participation	X
30. Our projects reflect <i>high</i> levels of stakeholder participation in assessing needs.	
31. Our projects reflect <i>high</i> levels of stakeholder participation in designing projects.	
32. Our projects reflect <i>high</i> levels of stakeholder participation in implementing projects.	
33. Our projects reflect <i>high</i> levels of stakeholder participation in monitoring projects.	
34. Our projects reflect <i>high</i> levels of stakeholder participation in assessing project impact.	
35. Traditionally under-represented stakeholder groups have <i>equitable access</i> to project activities.	
36. Traditionally under-represented stakeholder groups derive <i>equitable benefit</i> from project	

activities.	
37. Our projects consistently promote equity at all stages of their design and implementation.	
38. We regularly examine project participant <i>needs</i> to assess if they are changing.	
39. We modify projects to reflect changing participant needs.	
40. We ensure that local leadership has the necessary skills to carry out programs.	
41. Our programs routinely build on local knowledge and best practices.	
42. We <i>regularly</i> engage relevant policy makers and institutions in dialogue that contributes to equitable and participatory development.	
Organizational Area Sustainability of Program Benefits	Score X
43. When doing project <i>design</i> work, we routinely give adequate attention to environmental sustainability.	
44. When doing project <i>design</i> work, we routinely give adequate attention to economic sustainability.	
45. When doing project <i>design</i> work, we routinely give adequate attention to political sustainability.	
46. When doing project <i>design</i> work, we routinely give adequate attention to institutional sustainability.	
47. When doing project <i>design</i> work, we routinely give adequate attention to cultural sustainability.	
48. When <i>implementing</i> projects, we routinely give adequate attention to environmental sustainability.	
49. When <i>implementing</i> projects, we routinely give adequate attention to economic sustainability.	
50. When <i>implementing</i> projects, we routinely give adequate attention to political sustainability.	
51. When <i>implementing</i> projects, we routinely give adequate attention to institutional sustainability.	
52. When <i>implementing</i> projects, we routinely give adequate attention to cultural sustainability.	
53. When doing <i>project monitoring and impact assessment</i> we give adequate attention to environmental sustainability	
54. When doing <i>project monitoring and impact assessment</i> we give adequate attention to economic sustainability.	
55. When doing <i>project monitoring and impact assessment</i> we give adequate attention to political sustainability.	
56. When doing <i>project monitoring and impact assessment</i> we give adequate attention to institutional sustainability.	
57. When doing <i>project monitoring and impact assessment</i> we give adequate attention to cultural sustainability.	
58. The <i>quality</i> of technical support for our field-based activities contributes to project sustainability.	
Organizational Area Partnering	Score X
59. We establish valuable new linkages to relevant policy makers.	
60. We establish valuable new linkages to private business sector representatives.	
61. We establish valuable new linkages to other NGOs.	
62. We actively engage in productive partnerships with other organizations.	
63. We monitor the effectiveness of our partnerships with other organizations.	
64. Through partnering we gain <i>financial benefits</i> that enhance our ability to accomplish our mission.	
65. Through partnering we gain <i>technical skills</i> that enhance our ability to accomplish our mission.	
66. Through partnering we gain <i>new networks and relationships</i> that enhance our ability to accomplish our mission.	
67. Partners openly share information.	
68. Partnerships have mechanisms in place to foster trust and cooperation.	
69. Individual partners contribute appropriately to shared goals.	
70. Individual partners share in the benefits of the cooperative effort.	
Organizational Area	Score

Organizational Learning		X
71.	We routinely use results-based indicators to assess project <i>impact</i> on those we serve.	
72.	We routinely <i>monitor</i> project implementation against project plans.	
73.	We routinely achieve intended impact as captured through internal or external evaluation.	
74.	We <i>routinely recognize</i> the interdependence of our organization's units, departments or divisions when <i>analyzing</i> problems.	
75.	We <i>routinely involve</i> multiple units, departments or divisions in meeting our major organizational challenges.	
76.	Important information is openly shared throughout our organization.	
77.	We have adequate information to respond to our priorities.	
78.	Shared information is timely.	
79.	People routinely have the information they need to do their jobs effectively.	
80.	We use teamwork effectively to respond to organizational challenges.	
81.	Our leadership effectively uses staff input to strengthen decision-making.	
82.	Our staff meetings directly contribute to organizational learning.	
83.	Even when they know that their opinions are not widely shared by colleagues or supervisors, people generally feel comfortable expressing themselves in staff meetings.	
84.	Our organization is a safe place for risk-taking innovators.	
Organizational Area		Score
Governance and Strategic Management		X
85.	The information contained in our reports to donors is of high quality.	
86.	Our reporting to donors demonstrates a clear understanding of their needs and requirements.	
87.	Our board has contributed competently in carrying out such functions as fund raising	
88.	Our board has contributed competently in carrying out such functions as public relations.	
89.	Our board has contributed competently in carrying out such functions as advocacy.	
90.	Our board has contributed competently in carrying out such functions as financial oversight.	
91.	Our board has contributed competently in carrying out such functions as policy definition.	
92.	Our board has contributed competently in carrying out such functions as strategic direction setting.	
93.	Our board has adequate representation from our key constituencies.	
94.	Commitment to our mission, goals, and philosophy is routinely reflected in decisions made by staff.	
95.	Commitment to our mission, goals, and philosophy is routinely reflected in decisions made by board members.	
96.	Commitment to our mission, goals, and philosophy is routinely reflected in the day-to-day actions of non-supervisory staff.	
97.	We use strategic planning to examine ourselves in relation to our external environment.	
98.	We modify our strategic objectives based on findings generated through strategic planning exercises.	
99.	Our initiatives are developed and implemented in ways that are consistent with our strategic and operating plans.	
100.	We routinely track progress in achieving our strategic objectives.	

REVIEW TOOL III: GENDER AUDIT QUESTIONNAIRE

THE SCORE SURVEY for AMKENI waKENYA GENDER AUDIT

This questionnaire is being sent to all staff in AMKENI waKENYA.

Please score each question/ statement on the attached score sheet. If you strongly agree with the statement, give a score of 5. Agree = 4; No opinion = 3; Disagree = 2 and strongly disagree = 1.

The scoring scale is as below:

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Send the completed questionnaires to folang@ecmcentre.com on or before 1st April 2012.

Confidentiality

This survey is completely confidential; you do not need to write your name on it and responses will not be attributed to any individual.

Once you return the survey, your responses will be entered by a consultant from outside AMKENI waKENYA so please, be as honest as possible.

1. AMKENI waKENYA has a policy which commits all staff and programmes to the promotion of women rights
2. All staff in AMKENI waKENYA is aware of women rights and understand how it relates to their work
3. AMKENI waKENYA management actively support, and take responsibility for the promotion of women rights
4. The AMKENI waKENYA Strategy includes a detailed analysis of women rights in Kenya and strategies to promote women rights
5. All of our programs in AMKENI waKENYA, have strategies and actions to address barriers to gender equality
6. All our policies and procedures reflect AMKENI waKENYA's commitment to gender equality and to supporting the empowerment of all discriminated groups
7. AMKENI waKENYA (images and messages) promote gender equality
8. AMKENI waKENYA has budgeted adequate financial resources to support women rights work
9. Staff training in gender and women rights is included in programme budgets
10. Staff have the necessary knowledge, skills and attitudes to bring an awareness of gender and women rights to their work
11. Staff are encouraged to gain skills to work on equality issues
12. All staff have received training in women rights awareness
13. There has been an increase in the representation of women in senior management positions in the past few years
14. There has been an increase in the representation of men in senior management positions in the past few years
15. Career and development opportunities are offered equally to both women and men (e.g. training, conferences, overseas travel)
16. There is a person responsible for gender within AMKENI waKENYA
17. Programme planning, implementation and evaluation teams in AMKENI waKENYA include at least one (1) person with specific expertise and skills in gender issues
18. Awareness of equality or gender issues is an important criteria in the selection of new staff
19. There are proactive strategies in place to recruit women at all levels, including into senior management, in AMKENI waKENYA
20. AMKENI waKENYA has a written commitment to equal opportunity in the HR manual
21. AMKENI waKENYA has a maternity and paternity leave policy
22. AMKENI waKENYA allows me enough flexibility to balance my work and family commitments

23. Responsibilities for women rights are understood by all staff in AMKENI waKENYA
24. The promotion of women rights and gender awareness is included in all job descriptions
25. Staff discuss the promotion of women rights in their Performance review
26. Good performance on issues relating to discrimination and inequality is recognised within AMKENI waKENYA
27. There are policies and procedures in place to address sexual harassment and bullying in the workplace
28. There is a reporting mechanism for staff who experience sexual harassment and bullying
29. All staff are aware of the Programme Gender Policy and their responsibilities to ensure it is implemented
30. There is a reporting mechanism for Gender Policy violations
31. Work is evaluated and measured for its impact on discrimination and equality
32. Lessons learned on gender have led to changes in practice within the organisation
33. Gender is taken seriously and is discussed openly by men and women
34. There is a gap in AMKENI waKENYA between how men and women view gender and women rights issues
35. Stereotypes and/or discriminatory attitudes are actively challenged in the workplace (e.g. in terms of language used, jokes, images and materials displayed)
36. Staff is very open to changes in practice that will actively promote women's rights
37. Meetings in AMKENI waKENYA tend to be dominated by male staff
38. Staff in AMKENI waKENYA is very enthusiastic about the women's rights work they do
39. AMKENI waKENYA promotes equality and difference within its own workforce through awareness raising activities and other events
40. Partners and programme participants consider that AMKENI waKENYA puts its commitment to women rights into practice
41. AMKENI waKENYA has a reputation of integrity and competence on gender and women rights issues in relation to other organisations in Kenya.
42. It is unfair to promote women and girls over men and boys in AMKENI waKENYA's programs
43. It is unfair to promote men and boys over girls and women in AMKENI waKENYA's programs
44. AMKENI waKENYA management responds to staff ideas, suggestions and concerns
45. Management in my office treats everyone (staff, partners and government) with dignity and respect

REVIEW TOOL IV: FOCUS GROUP DISCUSSION GUIDE – STAFF WORKSHOP

Introduction:

- Begin by introducing yourself, give your name and a brief overview of the assignment
- Assure the audience that you are there to listen and get their perspectives on Amkeni's work with sponsored organizations and the impact this work has on those communities; the workshop will also include organization assessment questions
- Assure them on the confidentiality and fair use of the information they will provide except, of course, in the examples that will reference achievement of outcomes and outputs

Discussion Questions:

Format	Task
Plenary Session	1. Amkeni, what difference did you make, if any, in terms of changing the lives of Kenyans? Please provide evidence <ul style="list-style-type: none"> a. Everyone must respond b. Time Allotted: 15 minutes
Group Work - #1	2. What works well, what problems exist, and what recommendations do you have for the following: <ul style="list-style-type: none"> a. Group 1: HR Management b. Group 2: Financial Management and Procurement c. Group 3: Organizational Culture d. Provide evidence e. Time Allotted: Until...
Group Work - #2	3. What works well, what problems exist, and what recommendations do you have: <ul style="list-style-type: none"> a. All Groups b. Provide evidence c. Time Allotted: Until...
Group Work - #3	4. Discuss aspects of partnership - selection, gender, diversity, and amount of participation – is the Amkeni model a true partnership: <ul style="list-style-type: none"> a. All Groups b. Provide evidence c. Time Allotted: Until...
Plenary Session	5. Discuss aspects of sustainability: <ul style="list-style-type: none"> a. All Groups b. Provide evidence c. Time Allotted: Until...
Plenary Session	6. Discuss stakeholders' analysis using influence-interest matrix: <ul style="list-style-type: none"> a. All Groups b. Time Allotted: Until...
Plenary Session	7. Follow up on questionnaires <ul style="list-style-type: none"> a. Clarification on submission of questionnaires
Plenary Session	8. Questions?

REVIEW TOOL V: FOCUS DISCUSSION GROUP GUIDE – PARTNERS’ WORKSHOP (including SRG)

Introduction:

- Begin by introducing yourself, give your name and a brief overview of the assignment
- Assure the audience that you are there to listen and get their perspectives on Amkeni's work with their organizations and the impact this work has on their communities
- Assure them on the confidentiality of the information they will provide except, of course, in the examples that will reference achievement of outcomes and outputs

Discussion Questions:

1. What are the benefits of Amkeni funding to wananchi – to Wanjiku? Please provide specific examples.
2. How do you know that these have been realized– and that they can be attributed to Amkeni? Please provide specific examples.
3. Assess Amkeni partnership model – what works well, what doesn’t work well, how can it be improved? Please refer to specific examples.
4. Please provide perspectives of Amkeni’s current strategy with regard to geographic focus, thematic and partnership model. Please qualify your responses.
5. Please comment on effectiveness, relevance, and appropriateness of the strategy.
6. Please provide perspectives on strategic focus of Amkeni going forward and for the balance of the current strategic plan. Please qualify your responses.

APPENDIX E: Proposed Organizational Chart (Organogram)

