

**END- TERM EVALUATION of Phase I (2008 -2014) of the**

**CIVIL SOCIETY DEMOCRATIC GOVERNANCE FACILITY**

(*Amkeni Wakenya*)

**PROJECT NO: 00061019**

**MANAGEMENT RESPONSE**



August 2015

# BACKGROUND

1. UNDP Kenya has managed the Civil Society Democratic Governance Facility (‘*Amkeni Wakenya’*), a multi-donor basket facility supported by the Embassies of the Netherlands, Sweden, Norway, Japan and the European Union Delegation to support civil society organisations that are involved in democratic governance since 2008. The first phase of Amkeni Wakenya (Project Number 61019) ran from 2008 until 2014 when the new United Nations Development Assistance Framework (UNDAF) for Kenya 2014- 2018 and the UNDP Country Programme Document (CPD) for Kenya for 2014- 2018 came into force.
2. In December 2014, UNDP Kenya commissioned the ***Adili Consulting Group***, an independent consultancy firm, to undertake an external End- Term Evaluation of Amkeni Wakenya project covering the period from 2008- 2014. The Evaluation focused on assessing the relevance, efficiency, effectiveness, sustainability and impact of Amkeni Wakenya and the extent to which its interventions promoted coordination and linkages within the governance sector in Kenya. **The Terms of Reference of the End- Term Evaluation Consultancy are attached**.
3. The evaluation also sought to identify strengths and weaknesses of the project, implementation processes, progress made towards outcomes and identify activities and practices that can be incorporated in future projects. It analyzed the structure of Amkeni Wakenya, determined the extent of achievement of Amkeni’s outputs while analyzing the contributing factors and impediments, and assessed the partnership strategy of Amkeni using a combination of participatory methodologies including desk review, field work for data collection, data analysis and report writing. The final stage involved validation of the findings by stakeholders.

**SUMMARY OF THE EVALUATION FINDINGS**

1. UNDP Kenya welcomes the findings of the evaluation and regards them as providing invaluable lessons for future programming in the second phase of Amkeni Wakenya and in other civil society and governance projects in general. It is particularly reassuring to learn that the Country Office had supported the Facility to address most of the key recommendations of past reviews and audits, including the recommendations of the independent Mid- Term Review of Amkeni Wakenya which was conducted in 2012 and those of the UNDP Office of Audit and Investigations (OAI) audit of September 2013, especially on monitoring and evaluation.
2. Overall, UNDP Kenya is pleased with the generally- positive feedback from the evaluation regarding the relevance, efficiency, effectiveness and impact of Amkeni Wakenya as well as its contribution to sustainability of the civil society sector and fostering coordination and linkages. In particular, UNDP Kenya takes note of the evaluation assessment of the following individual elements:
3. On **Relevance**, the evaluation concluded, among other things, that Amkeni Wakenya’s objectives and interventions were clearly linked to the relevant and important governance programmes, processes and frameworks in Kenya and that the Facility had addressed the gap in the ‘demand’ side for the governance reforms and.
4. On **Effectiveness**, the evaluation established that Amkeni Wakenya-supported projects created awareness among targets and beneficiaries on how to access justice, human rights, and the need for public participation in devolved governance. Amkeni Wakenya’s support has contributed to increased realization of human rights, and creation of a human rights culture in Kenya at the local levels; The Facility had contributed to growing demands for accountability and equality and non-discrimination and to shifting citizen engagements from official patronage to greater public agency.
5. On **Efficiency**, the Evaluation established that Amkeni Wakenya’s design to cover the entire country and support local actors widened the reach to address issues of peace, governance, human rights, voter education etc. The Facility had robust management arrangements, and there was good coordination with development partners, but engagement between the development partners and UNDP Country Office not regular; Facility provided good guidance and capacity building on the grants management process, Capacities of IPs strengthening in programme management skills, including financial management, and training on various thematic governance topics; Learning and knowledge management generated a wide range of knowledge products; Good results in terms of value-for-money as administration and operations costs to IPs receiving over does not surpass 30%;
6. **Coordination and linkages:** The key findings were that the design of Amkeni Wakenya’s Calls for Proposals encouraged IPs to develop project proposals that were aligned to the prevailing Government of Kenya and County Government programmes and frameworks. The Facility had been active in seeking to create good synergies with other governance baskets operating in Kenya and donors were active and partnered closely with PMU;
7. **Impact**: The findings were that Amkeni Wakenya had broken new ground and set an important precedent in the governance sector in providing support to small local community-based groups. It deliberately, and with lasting impact, integrated the focus on disability within the governance sector; Facility also allowed the implementing partners to strengthen their financial management capacities through trainings as well as guidelines on budgeting and financial reporting; Facility has commendably provided lasting knowledge and tools to civil society groups on the human rights based approach to programming that allows them to integrate human rights in initiatives beyond the Amkeni Wakenya-funded projects. New leaders emerged from the pool of beneficiaries of Amkeni Wakenya-funded projects.

**Lessons**

1. The Evaluation identified a number of crucial lessons for the future including:
2. The use of media was noted to be crucial in the delivery of the projects funded by the Facility. There is need to develop a media engagement strategy and guideline.
3. The Programme Management Unit (PMU) should develop thorough risk assessments for its partners and put in place risk mitigation plans that are regularly monitored and updated.
4. Strategic collaboration, partnership and networking with key institutional actors are key to the sustainability of results.
5. While funding provided was adequate for planned activities, the time to undertake budgeted activities was quite limited and constrained the effectiveness and efficiency of achieving results.
6. CSOs are well placed to bring their expertise and experience to influence county governments in ways that promote democracy, peaceful elections, conflict resolution, human rights accountability and inclusive conceptions of citizenship.
7. Building public understanding on issues of peace, conflict resolution, human rights and democratic governance with the expectation of changing attitudes should be viewed as a long-term process.
8. Sustainability of civil society groups remains considerably precarious.
9. The basket design of Amkeni Wakenya allowed for the pooling of resources and support to small community-based groups that a bilateral financial support approach would not have managed.
10. A PMU approach allows for the recruitment of personnel with the expertise, experience and knowledge of the local governance terrain. This was a key strength of Amkeni Wakenya.
11. Hosting of Amkeni Wakenya Facility within UNDP allowed the PMU to leverage the convening power of UNDP given its credibility with the Kenyan government. It is doubtful that Amkeni Wakenya would have gained the same level of influence in government policy spaces were it not located within UNDP. The Facility should therefore continue to operate under UNDP in order to continue leveraging this influence.

**EVALUATION FINDINGS ON AREAS REQUIRING IMPROVEMENT**

1. Apart from the generally- positive feedback, the Evaluation also identified areas where more work needed to be done. UNDP Kenya equally welcomes this feedback as a contribution towards improving its programming.
2. Some of the areas identified for further improvement include:
3. **Effectiveness**: The evaluation found that besides strengthening the financial management capacity of partners, Amkeni Wakenya support did not adequately contribute to institutional capacity strengthening, particularly in the area of organizational development. Given the limited resources available to the partner groups, the extent of these capacities has remained limited and the sustainability of these gains may be in doubt, specifically with regard to smaller groups. Timely implementation of the projects of some partners delayed partly due to the centralized PMU and the few staff relative to the scope of work.
4. **Efficiency**: While grants management and capacity building methodologies were well-integrated, the learning and knowledge management methodology was not as well integrated. Further, the ‘triangulation’ approach did not generally work well. Gaps were also noted in M&E and documentation. This is an area that will require significant attention and resources.
5. **Sustainability:** The evaluation found that the threat to sustainability seems to affect both the partners and the Facility and cessation of financial support from Amkeni Wakenya had adversely affected many IPs. Sustainability of the capacity building efforts was also under threat owing to staff turnover within most of the implementing partners. Consolidation of project results hampered by the short length of grants.
6. **Coordination and Linkages:** IPs were not incentivized to collaborate with one another in project design and pooling of resources.

# RECOMMENDATIONS

## The Evaluation made a number of recommendations touching on the design, efficiency, M&E, capacity building, learning etc. The following are some of the recommendations:

1. Design, Efficiency and Monitoring and Evaluation: All future IP project design processes should allow for more stakeholder input. IPs project proposals should feature clear risk management plans with mitigation responses. Amkeni Wakenya should make it a requirement, and provide funding for IPs to develop solid baselines for their projects. There is still a need to streamline reporting and strengthen partner capacities in this area.
2. Capacity building and Learning: Many of the beneficiaries expressed a desire for further capacity strengthening in the area of human rights-based approach. More investment is needed in learning and knowledge management for IPs. As part of its regular capacity building and reflections for IPs, the Facility could consider training IPs on less confrontational approaches to human rights and governance work and policy influencing. IPs working on human rights and governance could benefit from training on how to frame policy arguments and develop data-oriented policy proposals.
3. Sustainability: Some IPs have integrated their Amkeni Wakenya-supported work to other initiatives strengthening the possibility that the gains might be sustained beyond the lifetime of the Facility. On reflection, this linkage with other initiatives should be explored as a requirement for Amkeni Wakenya support in future. Core funding ought to be considered to allow for capacity building and contribute to developing the sustainability of the organizations and their capacities to mobilize resources. Where this is not possible, the last phase of the funding should be dedicated to transitioning the IPs with requirements for ensuring sustainability of gains and results as part of the support agreement. The evaluation therefore recommends that in the next phase of the project, Amkeni Wakenya should consider reducing the number of IPs. The Amkeni Wakenya Facility did not have a clear sustainability plan in place.
4. Knowledge Management: The evaluation team notes that Amkeni Wakenya has now developed an information management system. This is a welcome development. The evaluation recommends that Amkeni Wakenya should effectively deploy the system for effective information processing and data collection, data and information management and retrieval. Given the very large number of beneficiaries that Amkeni Wakenya works with, such an investment is a key management tool.
5. Partnerships for Evidence-Based Interventions: The triangulation model did not work well. The larger groups for instance, did not have the incentive to work with small community-based groups. Amkeni Wakenya should consider setting aside funding support that is earmarked for collaborative work between the larger groups (think tanks or research centers for instance) and the community-based groups.
6. Gender Mainstreaming: This evaluation finds that most of the partners could still do more to ensure that mechanisms for promotion of gender equality go beyond just numbers to also address the amplification of the voices of women and transformation of power structures that disadvantage women’s participation in governance. This will involve more capacity building for IPs in gender mainstreaming, and practical guidance on how to undertake gender-sensitive programming.
7. Security and Safety of IPs: The safety and security of implementing partners in some parts of the country emerged as an issue of concern. Some have received threats and even forced to go into hiding at some point. Given the socio-political environment of the country, it is safe to conclude that such threats will continue. Amkeni Wakenya should therefore undertake a risk assessment of its IPs and develop a strategy of addressing such risks including security training.
8. Critical Thematic Governance Issues for Future Support: County governments have important human rights responsibilities, particularly those relating to socio-economic rights. Consequently, Amkeni Wakenya should ensure that in future funding cycles it deepens its support to organizations that seek to engage with country institutions. Elections are central to dynamism of public policy choices and national cohesion, and contribute to accountable, inclusive and participatory democracy. Previous multiparty elections in Kenya have marred by divisive politics, vote-rigging, violence, and weak administrative management, among other challenges. Consequently, Amkeni Wakenya should consider funding civil society interventions that will support free, fair and peaceful elections. Suggested areas of support include: institutional strengthening to election management bodies; support to election observation, including monitoring of pre-election malpractices and violence; and advocacy for implementation of electoral and political party law reforms.

**CONCLUSION**

1. 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”.
2. 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.
3. The Evaluation also revealed that various stakeholders and partners like the Stakeholder Reference Group, the Development Partners, and communities in the Facility have made significant contributions to ensure successful implementation of Amkeni’s programmes. The Evaluation acknowledged the continued support of the UNDP and the Development Partners who continue to provide much needed financial resources, technical assistance, advisory support and oversight for the programme.

**MANAGEMENT RESPONSE TO KEY FINDINGS AND RECOMMENDATIONS**

| **Key Evaluation Finding** | **Management Response** | **Proposed Action** | **Time Frame** | **Responsible Unit** |
| --- | --- | --- | --- | --- |
| **Relevance** |
| 1. Facility clearly linked to the relevant and important governance programmes, processes and frameworks in Kenya;
 | Noted and agreed | Amkeni will continue to review the context of the programme on a regular basis to ensure sustained relevance | Continuous | PMU |
| 1. Facility addressed the gap in the ‘demand’ side for the governance reforms
 | Noted and agreed | Stimulation of society’s demand for policy action and legislation remains the focus of 2nd phase Amkeni’s programme. | Continuous | PMU |
| 1. Facility had a flexible and responsive design - the design of the Facility evolved over time in response to the changing context;
 | Noted and agreed | UNDP and stakeholders will subject Amkeni’s design to regular reviews to ensure responsiveness to dynamic context and emerging needs. | Continuous | PMU |
| **Effectiveness** |
| 1. Amkeni Wakenya-supported projects have created awareness among targets and beneficiaries on the options for accessing justice, human rights, and the need for public participation in devolved governance;
 | Noted and agreed | Amkeni has retained a focus on human rights and access to justice as a key results area in the design of the 2nd phase | Continuous | PMU |
| 1. Amkeni Wakenya’s support has contributed to increased realization of human rights, and creation of a human rights culture in Kenya at the local levels
 | Noted and agreed | In the second phase, Amkeni will promote the application of the human rights based approach to development as a way of entrenching sustainability of interventions in this area | Continuous | PMU |
| 1. Facility has contributed to growing demands for accountability and equality and non-discrimination;
 | Noted and agreed | This focus is maintained in the second phase of the facility | Continuous | PMU |
| 1. The Facility has contributed to shifting citizen engagements from official patronage to greater public agency;
 | Noted and agreed | The Facility will maintain focus on citizen engagement for enhanced public participation on national and devolution issues | Continuous | PMU |
| **Efficiency** |
| Facility designed to cover the entire country and support local actors so as to increase/widen reach to address the issues of peace, governance, human rights, voter education etc. | Noted | In phase two the project will target ten counties in order to intensify its activists for enhanced results and impact. | Immediate identification of counties and implementation | UNDP |
| Facility had robust management arrangements, and there was good coordination with development partners, but engagement between the development partners and UNDP Country Office not regular; | Noted | UNDP will ensure high level representation (senior management level) at all Development Partners Meetings related to Amkeni. |  | UNDP |
| Facility provided good guidance and capacity building on the grants management process, but response rate on grant issues could have been better;  | Partially agree: whereas there might have been delays in responding to issues related to grants, Amkeni was keen to ensure any such responses were well grounded owing to risks that attach to managing CSO grants. |  |  | PMU |
| Capacities of IPs strengthening in programme management skills, including financial management, and training on various thematic governance topics; | Noted and agreed | This focus will be sustained in the second phase of Amkeni | Continuous | PMU |
| Learning and knowledge management generated a wide range of knowledge products; | Noted and agreed | Amkeni in second Phase will devote more resources to this area for greater impact | Continuous | PMU |
| Grants management and capacity building methodologies were well-integrated, but not the learning and knowledge management methodology, but the ‘triangulation’ approach did not generally work well; | Noted and agreedTriangulation approach did not work well due to limited research capacities of partners supported during phase 1. Amkeni will nevertheless reach out to research –oriented institutions to challenge for calls for proposals in phase 2.  | Amkeni will develop a more robust LKM strategy that will sufficiently be integrated into all other components of Amkeni’s 2nd phase programme. Amkeni will also ensure adequate funding for the LKM strategy. | Continuous | PMU |
| Facility has done well in addressing many of the key recommendations made during the EVALUATION, and the recommendations made on monitoring and evaluation from the audit findings. | Noted and agreed | This will be scaled up in the second Phase of the programme by addressing recommendations of this ETE. | Continuous | PMU |
| Many gaps were noted in M&E and documentation. This is an area that will require significant attention and resources; | Agreed. The PMU is currently planning for a baseline survey to establish baseline values for its indicators which will be tracked overtime to establish progress in achieving the set targets. This will be immensely complemented by the newly established M&E System which is currently being tested and commissioned.  | Moreover the M&E Capacity for the IPs will also be strengthened including development of data collection tools to enable them report timely and accurately. | Continuous | PMU |
| Good results in terms of value-for-money as administration and operations costs to IPs receiving grants does not surpass 30%; | Agreed and noted |  | Continuous | PMU |
| **Sustainability** |
| Threat to sustainability seems to affect both the partners and the Facility; | Agreed. Selection of IPs will be based on their demonstration of sustainability of project activities beyond Amkeni Funding. A sustainability plan for Amkeni was developed as a follow-up to the Mid Term Review.  | The same will be reviewed in light of the findings from the ETE for consideration by UNDP SMT | Continuous | PMU |
| Cessation of Facility’s financial support adversely affected many IPs; | Agreed  | This observation will be addressed as part of the broader sustainability solution of Amkeni’s IPs | Continuous | PMU |
| Sustainability of the capacity building efforts under threat owing to staff turnover at IPs, particularly those affected by cessation of funding;  | Agreed. Sustainability is at the heart of Amkeni Phase 2.  | Capacity building strategy is being revised and will be a flagship of the current phase. | Continuous | PMU |
| Consolidation of project results hampered by the short length of grants; | Agreed.  | The grant making strategy is being revised to provide for longer duration and bigger grants to enhance impact and results. | Continuous | PMU |
| **Coordination and Linkages** |
| Design of Amkeni Wakenya’s Calls encouraged IPs to develop project proposals that were aligned to the prevailing GoK and county government programmes and frameworks; | Agreed and noted | This focus will be sustained in the second phase of Amkeni | Continuous | PMU |
| IPs not incentivized to collaborate in project design and pooling of resources; | Agreed.  | The grants strategy currently under review is exploring innovative grant making strategies including consortiums of CSOs as well as well use of the main grantees and sub grantees strategy. Thematic review meetings were piloted in Phase One and proved a huge success. These meetings will be held more regularly, bringing together grantees working within the same thematic areas to foster collaboration and cross-learning. | Continuous | PMU |
| Facility active in seeking to create good synergies with other governance baskets operating in Kenya; Donors were active and partnered closely with PMU; | Agreed and noted | This focus will be sustained in the second phase of Amkeni | Continuous | PMU |
| **Impact** |
| Facility broke new ground and set an important precedent in the governance sector in providing support to small local community-based groups; | Agreed and noted | The Amkeni space/niche of reaching the “unreachable” community level CSOs/CBOs will be sustained in the second phase  | Continuous | PMU |
| It deliberately and with lasting impact, integrated the focus on disability within the governance sector; Facility also allowed the implementing partners to strengthen their financial management capacities through trainings as well as guidelines on budgeting and financial reporting; | Agreed and noted | This focus will be sustained and deepened in the second phase of Amkeni | Continuous | PMU |
| Facility has commendably provided lasting knowledge and tools to civil society groups on the human rights based approach to programming that allows them to integrate human rights in initiatives beyond the Amkeni Wakenya-funded projects; | Agreed and noted | This focus will be sustained and deepened in the second phase of Amkeni | Continuous | PMU |
| New leaders emerged from the pool of beneficiaries of Amkeni Wakenya-funded projects; | Agreed and noted | This focus will be sustained, deepened and expanded in the second phase of Amkeni | Continuous | PMU |
| **Lessons Learnt** |  |  |  |  |
| The use of media was noted to be crucial in the delivery of the projects funded by the Facility. There is need to develop a media engagement strategy and guideline. | Agreed  | Approach will be improved in phase 2 with the development of a communication strategy that will also incorporate the media | Continuous | PMU |
| PMU should develop thorough risk assessments for its partners and put in place a risk mitigation plans that are regularly monitored and updated. | Agreed and noted.  | In the current proposal template there is a risk assessment section filled in by grantees that they present to the PMU. This will be enhanced to ensure that risk mitigation measures are properly identified, implemented and monitored. Capacity building strategy will also entail support for grantees in developing viable risk management plans/strategies. Amkeni’s M&E Approach will also have a sharper focus on monitoring risks at CSO level. | Continuous | PMU |
| Strategic collaboration, partnership and networking with key institutional actors are key to the sustainability of results. | Agreed  | Strategic collaboration will be cultivated and deepened with key institution actors in phase 2. | Continuous | PMU |
| While funding provided was adequate for planned activities, the time to undertake budgeted activities was quite limited and constrained the effectiveness and efficiency of achieving results. | Agreed  | As mentioned the grants lifespan will be reviewed in Amkeni second phase to allow longer implementation duration. | Continuous | PMU |
| CSOs are well placed to bring their expertise and experience to influence county governments’ structures, processes and priorities in ways that promote democracy, peaceful elections, conflict resolution, human rights accountability and inclusive conceptions of citizenship. | Agreed and noted. This is the mandate of Amkeni |  | Continuous | PMU |
| Building public understanding on issues of peace, conflict resolution, human rights and democratic governance with the expectation of changing attitudes should be viewed as a long-term process. | Agreed  | That is why we are proposing giving longer and bigger grants to CSOs | Continuous | PMU |
| Sustainability of civil society groups remains considerably precarious. | Agreed  | Sustainability of CSOs will be a key area of focus in phase 2 where capacity building is being viewed as a flagship and driver for sustainability of CSOs | Continuous | PMU |
| The basket design of Amkeni Wakenya allowed for the pooling of resources and support to small community-based groups that a bilateral financial support approach would not have managed. A PMU approach allows for the recruitment of personnel with the expertise, experience and knowledge of the local governance terrain. This was a key strength of Amkeni Wakenya. | Agreed and noted | Amkeni Phase 2 will maintain a strong PMU | Continuous | PMU |
| Hosting of Amkeni Wakenya Facility within UNDP allowed the PMU to leverage the convening power of UNDP given its credibility with the Kenyan government. It is doubtful that Amkeni Wakenya would have gained the same level of influence in government policy spaces were it not located within UNDP. The Facility should therefore continue to operate under UNDP in order to continue leveraging this influence. | Agreed and noted | UNDP Kenya has maintained Amkeni Phase 2 as 0ne of its programmes | Continuous | PMU |
| **Design, Efficiency and Monitoring and Evaluation** |  |  |  |  |
| Future IP project design processes should allow for more stakeholder input.  | Agreed and noted.  | In the second phase of the programme innovative partnership among the IPs will be encouraged by requesting them to develop joint proposals in a consortium which is expected to promote cost effectives, impact and enhance sustainability. Eligible proposals must demonstrate sufficient proof of stakeholder consultation and input. | Continuous | PMU |
| IPs project proposals should feature clear risk management plans, with clear risk mitigation responses. | Agreed. Refer to 7b |  | Continuous | PMU |
| Amkeni Wakenya should make it a requirement, and provide funding for IPs to develop solid baselines for their projects. | Partially agree:. Even though this is important, it’s not practical and cost effective for the IPs to carryout comprehensive baseline studies.  | Amkeni will therefore require the prospective grantees to provide baseline information that could be reasonably collected at the IP level. Amkeni plans to conduct sector-wide baselines in partnership with other PMUs, and this will provide CSOs with additional baseline information for purposes of their own programming. | 2015/early 2016 | PMU |
| There is still a need to streamline reporting and strengthen partner capacities in this area. | Agreed and noted.  | This will be addressed in phase 2 of the programme.  | Continuous | PMU |
| **Capacity Building and Learning** |  |  |  |  |
| Many of the beneficiaries expressed a desire for further capacity strengthening in the area of human rights-based approach.  | Agreed and noted.  | In phase 2 of the project, HRBA will be a key area of focus. Amkeni has already drafted a manual for training CSOs on HRBA. | Continuous | PMU |
| As part of its regular capacity building and reflections for IPs, the Facility could consider training IPs on less confrontational approaches to human rights and governance work and policy influencing. IPs working on human rights and governance could also benefit from training on how to frame policy arguments and to develop data-oriented policy proposals. | Agreed and noted.  | In phase 2 of the project, Amkeni will continue strengthening capacities of CSOs in policy advocacy using the HRBA | Continuous | PMU |
| More investment is needed in learning and knowledge management for its IPs. | Agreed | A knowledge management strategy aligned to the prodoc will be developed in phase 2. This will also indicate the resource requirements for implementation and will be funded accordingly. | Continuous | PMU |
| **Sustainability** |  |  |  |  |
| Some IPs have integrated their Amkeni Wakenya-supported work to other initiatives strengthening the possibility that the gains might be sustained beyond the lifetime of the Facility. On reflection, this linkage with other initiatives should be explored as a requirement for Amkeni Wakenya support in future. | Agreed and noted.  | Linkage with other initiatives will be part of the criteria to be evaluated under IPs sustainability plan section in their proposals | Continuous | PMU |
| Core funding ought to be considered to allow for capacity building and contribute to developing the sustainability of the organizations and their capacities to mobilize resources. Where this is not possible, the last phase of the funding should be dedicated to transitioning the IPs with requirements for ensuring sustainability of gains and results as part of the support agreement. | Agreed and noted.  | Sustainability will be a key area of focus in phase 2. | Continuous | PMU |
| The evaluation therefore recommends that in the next phase of the project, Amkeni Wakenya should consider reducing the number of IPs. | Agreed and noted.  | As mentioned Amkeni in Phase 2 will work in 10 counties with less IPs and bigger and longer grants | Continuous | PMU |
| The Amkeni Wakenya Facility did not have a clear sustainability plan in place. | Partially agreed: From the onset, Amkeni did not have a clear sustainability plan. However, on recommendations from the Mid- Term Review, the PMU developed a draft sustainability plan, which however has been overtaken by findings of the ETE. Below is a summary of the elements of the revised strategy 1. Sustainability of Amkeni as a facility will preoccupy UNDP and development partners in the coming period. Some of the options would be: UN agencies to explore if under the framework of *Delivering- As- One* Amkeni Wakenya would become a common platform for the United Nations to channel support to civil society organisations,
2. Two other scenarios would be an option in the context of the Public Benefits Organizations (PBO) Act:

**Scenario 1:** PBO Act is implemented effectively and strong self-regulatory body for CSOs emerges* 1. Scale- down to a small advisory unit within UNDP to support Civil Society engagement on UNDAF
	2. Wind-up Amkeni and handed over it assets to the PBO Federation

**Scenario 2:** PBO Act is not implemented and regulatory chaos persist in the sector1. Transition Amkeni into an indigenous CSO-led facility
2. Transition Amkeni into a private sector model of a technical/financial assistance facility (like KPMG, Deloitte)
 |  | Continuous | PMU |
| **Knowledge Management** |  |  |  |  |
| The evaluation team notes that Amkeni Wakenya has now developed an information management system. This is a welcome development. The evaluation recommends that Amkeni Wakenya should effectively deploy the system for effective information processing and data collection, data and information management and retrieval. Given the very large number of beneficiaries that Amkeni Wakenya works with, such an investment is a key management tool. | Noted and agreed.  | The M&E tracking and reporting system has components of knowledge management that captures data and knowledge emanating from implementing partners in form of success stories, innovative business models and lessons learnt and recommendations through the quarterly reports the IPs will be generating. | Continuous | PMU |
| **Partnerships and Evidence- Based Interventions** |  |  |  |  |
| The triangulation model did not work well. The larger groups for instance, did not have the incentive to work with small community-based groups. Amkeni Wakenya should consider setting aside funding support that is earmarked for collaborative work between the larger groups (think tanks or research centers for instance) and the community-based groups. | Agreed and noted.  | It is agreed that triangulation is important for the interventions to be effective and impactful. In Phase 2 Amkeni will revisit the triangulation model to establish the weaknesses which will be addressed to make it realize the intended results (partnership with research centers will be explored and finding of their work will be linked to the Implementing partners) | Continuous | PMU |
| **Gender Mainstreaming** |  |  |  |  |
| This evaluation finds that most of the partners could still do more to ensure that mechanisms for promotion of gender equality go beyond just numbers to also address the amplification of the voices of women and transformation of power structures that disadvantage women’s participation in governance. This will involve more capacity building for IPs in gender mainstreaming, and practical guidance on how to undertake gender-sensitive programming. | Agreed and noted  | This recommendation will be incorporated in the capacity building strategy to ensure IPs training on gender mainstreaming approaches and women empowerment interventions are strongly embedded. The grant assessment guideline will require the IP proposals to have a strong gender mainstreaming component including gender-inclusive interventions as well as reporting on gender disaggregated data. | Continuous | PMU |
| **Safety and Security of Implementing Partners** |  |  |  |  |
| The safety and security of implementing partners in some parts of the country emerged as an issue of concern. Some have received threats and even forced to go into hiding at some point. Given the socio-political environment of the country, it is safe to conclude that such threats will continue. Amkeni Wakenya should therefore undertake a risk assessment of its IPs and develop a strategy of addressing such risks including security training. | Agreed and noted.  | During the first phase, security training for selected grantees was carried out on a pilot basis which led to heightened awareness of security risks. In the second phase, this training will be scaled up to all grantees. In addition, risks assessments will be carried out as part of capacity assessments for grantees. Those identified with high security risks, Amkeni will support them to develop and implement viable risk management strategies. | Continuous | PMU |
| **Critical thematic governance issues for future support** |  |  |  |  |
| County governments have important human rights responsibilities, particularly those relating to socio-economic rights. Consequently, Amkeni Wakenya should ensure that in future funding cycles it deepens its support to organizations that seek to engage with country institutions. | Noted and agreed.  | Devolution is one of the key outcomes in the second phase of the programme. | Continuous | PMU |
| Elections are central to dynamism of public policy choices and national cohesion, and contribute to accountable, inclusive and participatory democracy. Previous multiparty elections in Kenya have marred by divisive politics, vote-rigging, violence, and weak administrative management, among other challenges. Consequently, Amkeni Wakenya should consider funding civil society interventions that will support free, fair and peaceful elections. Suggested areas of support include: institutional strengthening to election management bodies; support to election observation, including monitoring of pre-election malpractices and violence; and advocacy for implementation of electoral and political party law reforms. | Noted and agreed.  | This will be done in close collaboration with the Elections project supported by UNDP. | Continuous | PMU |