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# MID-TERM EVALUATION OF THE KENYA CIVIL SOCIETY STRENGTHENING PROGRAM

December 23, 2010

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## DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ACRONYMS

ABEO	Agriculture, Business and Environment Office (USAID/Kenya)
AOTR	Agreement Officer's Technical Representative
APS	Annual Program Statement
BDS	Business Development Services
CBO	Community Based Organization
CEO	Chief Executive Officer
CM	Conflict Management and Peace Building
CS	Civil Society
CSO	Civil Society Organization
D&G	Democracy and Governance
DPC	District Peace Committee
ENRM	Environmental and Natural Resource Management
FMP	Forest Management Plan
GIS	Geographic Information Systems
GJD	Governing Justly and Democratically Office (USAID/Kenya)
GOK	Government of Kenya
HR	Human Resources
ICC	International Criminal Court
ICT	Information and Communications Technologies
IDP	Internally Displaced Person(s)
IP	Implementing Partner
KCSSP	Kenya Civil Society Strengthening Program
KES	Kenyan Shillings
KFS	Kenya Forests Service
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Reporting and Learning
NBE	Nature-based Enterprises
NGO	Non-governmental Organization
NR	Natural Resource(s)
NRM	Natural Resource Management
OCA	Organizational Capacity Assessment
OD	Organizational Development
PEV	Post-Election Violence
PNU	Party of National Unity
PMP	Program Monitoring Plan
PFM	Participatory Forest Management
PFMP	Participatory Forest Management Plan
RfA	Request for Applications
TJRC	Truth Justice and Reconciliation Commission
UN	United Nations

USAID United States Agency for International Development  
USG United States Government  
VCA Value Chain Analysis

# CONTENTS

- 1. Executive Summary.....1**
- 2. Evaluation Purpose and Methodology .....3**
  - Purpose..... 3
  - Methodology..... 3
    - Document Review ..... 4
    - Electronic Survey..... 4
    - Stakeholder Interviews..... 4
    - Partner Site Visits..... 4
    - Validation Focus Group Meeting..... 4
    - Evaluation Team..... 5
- 3. KCSSP Overview .....6**
  - Background, Goals, Target Areas..... 6
  - Implementation, Organization, Structures..... 7
  - Changes in the Kenyan Political Context ..... 8
- 4. Major Findings..... 10**
  - Relevance of Program Logic..... 10
    - Democracy and Governance ..... 10
    - Natural Resources Management..... 11
    - Conflict Management and Peacebuilding..... 11
    - KCSSP Overall..... 11
  - Initial Program Impact..... 12
    - Expected Result 1: Increased technical capacity to effectively manage policy change..... 13
    - Expected Result 2: Increased capacity to monitor government reform ..... 16
    - Expected Result 3: Increased long-term viability and effectiveness of CSOs ..... 18
    - Expected Result 4: Advance the legislative environment for biodiversity and NRM ..... 19
    - Expected Result 5: Strengthened capacity to manage biodiversity and natural resources ..... 19
    - Expected Result 6: Support for market-led approaches to conservation-focused businesses ..21
    - Expected Result 7: Increased conflict sensitivity capacity of CSOs..... 23
    - Expected Result 8: Strengthened framework for peace and reconciliation..... 26
    - Expected Result 9: Strengthened legislative environment for conflict management..... 26
  - Program’s Technical Effectiveness ..... 27
    - Grant Making ..... 27
    - Targets of Opportunity (rapid response facility) ..... 30
    - Organizational Development and Training..... 32
    - Gender..... 33
  - Program Management..... 34
    - Internal Management and Staffing..... 34
    - Monitoring, Evaluation, Research, and Learning Systems ..... 36
  - Sustainability ..... 37
    - Challenges to Sustainability ..... 37
    - Potential for Sustainability..... 38
- 5. Lessons Learned .....40**
- 6. Conclusions and Recommendations .....42**
  - Recommendations for KCSSP ..... 42
  - Recommendations for USAID..... 45

## **7. Appendices**

- Appendix A: Key Evaluation Questions
- Appendix B: Evaluation Schedule
- Appendix C: List of Persons Met
- Appendix D: Stakeholder Interview Protocol
- Appendix E: Attendees Validation Meeting
- Appendix F: Program Logic
- Appendix G: KCSSP Staff Chart
- Appendix H: Grant Summary
- Appendix I: Survey Results

# I. EXECUTIVE SUMMARY

Development and Training Services, Inc. (dTS) was contracted to conduct a mid-term evaluation of the Kenya Civil Society Strengthening Program (KCSSP). This grant-making and capacity-building program was designed to address the fragmentation, fractionalization and low constituent credibility constraining Kenya civil society from effectively playing its role in promoting political reforms and keeping government accountable to the citizens of Kenya. The program was originally a 3-year project focused on Democracy and Governance (D&G) and Natural Resource Management (NRM). Following the post-election violence (PEV) of the Kenya presidential election in 2007, the Conflict Management and Peace Building (CM) portion of the D&G portfolio was expanded into a separate technical component with additional funding. KCSSP has been extended three times, currently expected to end in October 2012, following the presidential elections that year.

In the four years of program implementation, there have been tangible outcomes directly attributable to the grants to implementing partners and the accompanying capacity building assistance they have received. The Constitution, Political Parties bill, Land Policy and Wildlife Policy have been adopted. The Peace Policy has been tabled in the Cabinet. All show significant influence in both language and political pressure from sub-grantees. Partners are showing increased understanding and skills in lobbying and preparing policy papers as strategies for policy change. These approaches have moved civil society beyond street demonstrations, previously the most common approach in Kenya. Communities have developed mechanisms for managing conflict peacefully and for reaping economic benefits from their natural resources. The program has supported marked progress in the organizational capabilities of partners through stronger monitoring systems, human resource policies, and programming and fundraising strategies.

Internally, KCSSP has demonstrated its sound management and technical effectiveness. Grants are managed fairly and professionally. Training programs are of high quality. Staff is competent and diligent in carrying out their responsibilities. Both discussions with and a survey of representatives of partner organizations were overwhelmingly supportive of KCSSP. Smaller organizations in particular report significant progress in organizational maturity because of the assistance and accompaniment they have received. Larger organizations appreciate the space and funding provided through grant support which enabled them to strengthen their capabilities and further advance their work.

KCSSP could make an even greater impact on sub-grantees by allowing more customized capacity building assistance for its more mature partners and enhancing the interaction and networking among all sub-grantees. Additionally, bottlenecks in grant approval and fund disbursement procedures require immediate attention to better facilitate positive outcomes of the work being done. These obstacles are created primarily through KCSSP's close adherence to compliance standards and its diligent focus on achieving results. While this is admirable for a project, it has caused the project to become overly cautious in its implementation, concentrating more on the pieces than on the big picture of what will enable the effectiveness and sustainability of the Kenya civil society sector.

More broadly, KCSSP has been hindered by the current dynamic socio-political environment in Kenya, as well as the significant need of Kenya civil society to respond to the shifts and opportunities it faces. The post-election violence (PEV) of 2007-08 threw the project into a reactive position to end the violence and

prevent further outbreaks. This short-term need compromised the program's longer-term clarity and strategic focus, making it more three projects under one implementation structure than one project with three integrated components. Additionally, the need for funding and capacity building assistance to all CSOs in Kenya, at both national and regional levels, put pressure on the project to try to meet too many objectives and satisfy too many needs, diminishing its ability to fulfill its original mandate, more narrowly defined.

As KCSSP moves into its final 18 months of implementation, the evaluation team offers a set of recommendations to help the program meet its maximum impact. They are as follows:

1. Relieve grant bottlenecks.
2. Simplify and refocus the PMP.
3. Make stronger linkages between the three technical component areas.
4. Keep focus of grants on the implementation of newly revised laws and policies, emphasizing the vertical and horizontal integration of efforts that relate those changes at the national level with constituent engagement at the district level.
5. Focus on consolidation of ongoing NBEs so that they are left in a solid position to continue.
6. Build the capacity of CSOs to begin the deeper work of peacebuilding in Kenya.
7. Facilitate greater networking and interaction among sub-grantee to encourage issue-based alliances.
8. Strengthen the capacity of KCSSP sub-grantees and their beneficiaries in the areas of evidence-based research for policy implementation and monitoring.
9. Develop communication strategies to increase reporting on success stories and achievements of KCSSP for USAID and beneficiaries.
10. Develop strategy and/or event to cull, report on and discuss replication of lessons learned and best practices of the KCSSP.

As USAID formulates its assistance to Kenya civil society beyond KCSSP, it may wish to consider the following:

11. Consider building on the successes in the areas of CSO OD strengthening, advocacy and monitoring and bringing this experience to the district level.
12. Explore using longer term grants for future CS strengthening programs.
13. Separate D&G, Conflict, and NRM programs so that USAID-funded programs can be more focused.
14. Focus programming on decentralization and devolution, investing in community structures and their role in local governance.
15. Use an integrated approach in the planning of NRM-based activities identified as community income generation and conservation and management of natural/ecological resources.
16. Re-assess the Conflict Management/Peacebuilding conceptual framework to make it proactive, long-term and responsive to new dynamics.

# 2. EVALUATION PURPOSE AND METHODOLOGY

## PURPOSE

The goal of this mid-term evaluation of the Kenya Civil Society Strengthening Program (KCSSP) was to assess the extent, efficiency, effectiveness, relevance, and sustainability of progress towards reaching the project's expected result, which is strengthened capacity of CSOs to advance critical reforms in the D&G, conflict management and NRM sectors.

The mid-term evaluation covers the period between 2006 and 2010. This report reviews the performance and progress the KCSSP has achieved to date and provides a practical set of lessons learned and recommendations for enhancing the program in the remaining three years with emphasis on examining an exit strategy that will maximize sustainability and impact. A list of the key evaluation questions can be found in Appendix A.

Specifically, the main objectives of the KCSSP evaluation were:

- Assess the quality of performance of KCSSP to date against the program's objectives and results;
- Address the impact of the KCSSP on selected sub-grantees in each of the three target areas of D&G, conflict management and peace building, and NRM;
- Assess the degree to which gender issues are addressed within the KCSSP and provide recommendations on how to more effectively mainstream gender programming;
- Examine the monitoring, evaluation, research and learning component of the program, and provide suggestions for more effective data collection and use by the program and USAID;
- Provide suggestions on how best to incorporate the program benefits within local organizations once the program ends in 2012; and
- Provide clear lessons and recommendations for how to proceed through the end of the program.

## METHODOLOGY

The evaluation used a mixture of qualitative and quantitative data collection and analysis techniques to triangulate and validate findings by collecting evaluative evidence from a variety of sources and methods. Data sources include: a) KCSSP performance monitoring frameworks; b) print and electronic documents produced by KCSSP relating to the project; c) an electronic survey of project partners and beneficiaries; d) semi-structured interviews with key stakeholders; e) in-depth visits to select sub-grantee sites; and f) a structured validation focus group meeting. (See Appendix B for the evaluation schedule.)

## **DOCUMENT REVIEW**

The dTS team gained a preliminary understanding of the project by reviewing program documents, including program modifications, progress reports, training materials, grant solicitation documents and program documents related to grant awards. The team requested and was provided with additional documentation and data in the form of customized reports and tables regarding project activity. Based on this review, the team articulated the program underlying logic that guided data collection and analyses. (See Appendix F for logic.)

## **ELECTRONIC SURVEY**

Prior to arrival in Kenya, the dTS team designed and piloted an electronic, internet-based survey using Survey Monkey for the purpose of gathering anonymous perspectives from a broad range of program stakeholders. Invitations for the survey were sent to current sub-grantees (168 invitations; 47 responses), past sub-grantees (58 invitations; 16 responses), and project staff (24 invitations; 19 responses). For an external perspective on the project and civil society from other program implementers, invitations were also sent to the Civil Society and Media Support Group (CSMSG) (21 invitations; 6 responses), and an open link created for USAID (2 Responses). In total, the survey received a 24% response rate. The full results of the survey are attached in Appendix I. All quotations used in this report from the survey lack attribution, in keeping with the survey's promise for confidentiality.

## **STAKEHOLDER INTERVIEWS**

The dTS team gained insights and data from meetings with a variety of stakeholders, including USAID, current project staff, other donors, and Kenya civil society thought leaders. The semi-structured interviews allowed discussions to take unanticipated, often productive directions that are less often achieved in more structured interactions, helping interviewees reflect on their achievements in new ways. (See Appendix D for the outline of interview questions.)

## **PARTNER SITE VISITS**

To explore outcomes and issues emerging from the above sources in greater depth, the dTS team visited a selection of 30 Implementing Partners (IPs) and sub-grantees. The sample of sub-grantees and partners attempted to balance organizations on the continuum between large and small, nascent and established, urban and rural, active and closed, and successful and not as successful with their grant, as well as partners focusing on women and youth issues, as well as the three technical component areas. The site visits followed an interview protocol consisting of key issues/questions regarding changes occurring as a result of the project, yet encouraged interviewees to talk freely about their experiences, observations, concerns, and recommendations for greater KCSSP effectiveness. (See Appendix C for list of persons met by the evaluation team.)

## **VALIDATION FOCUS GROUP MEETING**

At the close of the field phase, the dTS team organized, in consultation with KCSSP and USAID, a half-day validation workshop to assess the extent of agreement on emerging findings from the evaluation across different groups. The meeting was attended by 50 participants representing KCSSP staff, sub-grantees and personnel from USAID/DG (USAID/NRM was not represented). Through a combination of presentation,

plenary discussion and small group work, the participants offered constructive feedback that assisted the evaluation team in further interpreting findings, pinpointing gaps, and brainstorming potential recommendations. (See Appendix E for a list of validation meeting attendees.)

## **EVALUATION TEAM**

The dTS Evaluation Team was comprised of five technical experts led by Meg Kinghorn, Team Leader; Dawn Traut, Governance and Democracy Specialist; Emmanuel Ole Sayiorry, Conflict Management and Peacebuilding specialist, Eunice Kamaara, Gender, Civil Society and Peacebuilding Specialist; and Jane Kahata, Natural Resource Management specialist. Agnes Njuguna provided logistical support to the team while in Kenya. During the evaluation, USAID requested a change in evaluation team's key personnel, to which dTS responded, replacing the Conflict Management and Peacebuilding specialist with Mr. Ole Sayiorry within two working days.

The team was supported by the dTS office in Arlington. Dr. Malcolm Young, M&E Services Director, provided technical guidance and quality assurance; Immanuel Wolff, dTS Associate, provided day-to-day administrative support to the team; and Carol Rogers, dTS Vice President, maintained supervisory oversight.

# 3. KCSSP OVERVIEW

Since the beginning of the USAID-funded Kenya Civil Society Strengthening Program (KCSSP) in 2006, the KCSSP-funded civil society organizations (CSOs) have effectively advocated and provided input into several laws and policies which were developed to further democratic reform in Kenya. The dramatic events in the external environment demonstrate the success and continued relevance of the program and its partners. The successful Constitutional Referendum in which Kenyans overwhelmingly voted for the new Constitution can be attributed in large part to the efforts of civil society.

This success also presents a danger for the civil society sector if it were to view the Constitution as a panacea for the problems in Kenya and lose its vigilance. The test now lies in raising Kenyan citizens' awareness of these changes and monitoring government activities toward the implementation of the new Constitution as well as other bills and policies. Without implementation, there can be no gain in mere promulgation of a new constitution. The political reforms provide both the opportunity and the necessity for civil society to reinvent itself and work towards good governance in Kenya.

## BACKGROUND, GOALS, TARGET AREAS

Since October, 2006, KCSSP has been contributing to USAID's overall objectives of political and economic reform, fighting corruption, and protecting Kenya's natural resources. To achieve these goals, the project offers grant-making and organizational development support to qualified CSOs via an annual, competitive application process. Capacity building support is provided through formal training programs, informal mentoring, and peer exchanges in the areas of advocacy, governance and leadership, resource mobilization, empowering disadvantaged constituents, results monitoring, and organizational management.

KCSSP's two objectives are:

1. To ensure that targeted CSOs more effectively advocate for reforms, monitor government activities, and provide other critical services to their constituents; and
2. To strengthen the capacity of CSOs, community-based organizations (CBOs), local peace structures and the Government of Kenya (GoK) to reduce incidences of violent conflict in target areas and ultimately advance peace in Kenya.

Overall, the program results of the KCSSP are: improved leadership and governance of Kenyan CSOs; enhanced ability of CSOs to build and work within coalitions and speak with a shared voice; improved quality and quantity of services delivered to CSO constituents; improved long-term viability of CSOs; enhanced capacity to comprehensively plan for and implement the management of biodiversity and natural resources in an integrated fashion; enhanced advocacy outreach on targeted NRM/biodiversity policies and legislation; and increased capacity of target communities, CSOs and GoK to prevent and/or respond to conflict.

The KCSSP project was initially designed to operate between October 2006 and October 2009 with a total estimated cost of USD \$3,906,315. It has since undergone 8 modifications, most recently increasing its total estimated cost to \$23,769,685 and extending program implementation until October 2012.

The operating environment for the KCSSP has been characterized by continuous change. The original aim of the project was to strengthen the capacity of strategically targeted civil society organizations (CSOs) working in the areas of democratic governance (D&G) and natural resource management (NRM). However, barely one year into KCSSP implementation, unprecedented post-election violence occurred in 2007/08. Program activities shifted from a focus on conflict management to supporting CSOs to in turn support communities engaging in emergency conflict management, healing and reconciliation. Conflict management had previously been a sub-component of the democracy and governance components restricted to parts of Northeastern Kenya where there has been prolonged cattle rustling conflict among the pastoralist communities in the area. In response to the post-election crisis, the program was modified to include conflict management and peacebuilding as a full-scale component, targeting six of the eight Kenya provinces.

During the following period of upheaval, the National Peace Accord made way for the establishment of a coalition government. This period brought uncertainty and change in terms of identifying specific government organs to engage on different issues. The work of the Chief Prosecutor of the International Criminal Court (ICC) towards ensuring that perpetrators of the PEV are brought to justice continues to affect the work of KCSSP sub-grantees working in the North Rift Region of Kenya.

## **IMPLEMENTATION, ORGANIZATION, STRUCTURES**

The project is a cooperative agreement jointly implemented by Pact, Inc., an international NGO based in Washington, DC, and Pact/Kenya, an independent Kenyan NGO. As the prime award-holder, Pact, Inc. is responsible for day-to-day program management, issuing and overseeing sub-grants, communicating with USAID and ensuring compliance with Agency regulations. Pact/Kenya contributes technical service delivery of the program, administrative oversight of program staff, as well as operational support for office infrastructure, communications and equipment.

The program is managed by USAID's Governing Justly and Democratically Office (GJD) with technical support for the NRM component from USAID's Agriculture, Business and Environment Office (ABEO). There is evidence that USAID has been monitoring and evaluating KCSSP effectively and appropriately responding to the operational environment. This is demonstrated by modifications to the program, most notably the expansion of the conflict management and peace-building component in response to the 2007/08 violence, and most recently, the extension of KCSSP to enable support to grantees through the next cycle of presidential elections.

As is common, there is room for improved communication within the relationship. USAID management of KCSSP has gone through several changes since implementation began. The change in focus and management styles of different USAID AOTRs has been a challenge for program staff, a common issue in USAID Missions where staff transfer occurs regularly. There has been concerted effort to enhance the working relationship. The USAID/DG operating unit has been actively working toward more open, candid, and frequent communication with KCSSP senior management by instituting monthly meetings in which to review progress and address obstacles. This development has been beneficial in resolving difficulties, harmonizing expectations and responding to additional requests for information.

In addition to KCSSP, Pact, Inc. and Pact/Kenya receive support from USAID through the Regional Conflict Transformation Program, Peace II (funded by the East Africa Regional Mission), and the Kenya National Civic Education program (URAlA). Peace II aims to enable public institutions to undertake fundamental

reforms and to manage instability and uncertainty; and to mobilize the public, especially the youth and key change agents, to demand accountability and reform. URAIA works to change individual's awareness, competence, and engagement in issues related to democracy, human rights, governance, constitutionalism, and nation-building. Since the three programs have different but complimentary objectives, monthly meetings are held to ensure integration and coordination.

## **CHANGES IN THE KENYAN POLITICAL CONTEXT**

Civil society in Kenya has undergone fundamental changes in post-colonial Kenya. When Kenya emerged from colonialism, the country faced numerous development problems which could not be solved with the scarce resources at hand. It is, perhaps, for this reason that during the Kenyatta period (1964-1978), civil society took on a development role. During the presidency of Daniel Arap Moi, however, civil society took on a more political advocacy role. As the Moi regime became more authoritarian and the multi-party system was abolished, civil society provided checks and balances. During the period up to 1991, civil society became more politicized in response to the increased authoritarianism of the Moi regime.

In the early 1990s, an alliance of human rights groups organized themselves, including the Law Society of Kenya (LSK), the National Council of Churches (NCCCK) and people from academia. During this period, civil society was urban-based and was focused on human rights with a political purpose to advocate for a more democratic society. With some contribution from civil society, section 2(a) of the Constitution was repealed, which gave way to multiparty politics. This victory of transforming Kenya from a one-party state to multi-party politics turned out to be a threat to civil society as many successful CSOs and NGOs were co-opted by the government. Many civil society leaders formed political parties to run against the Kenya National African Union (KANU). Playing within the rules established by government, many new political parties were established along ethnic lines leading to a fragmented opposition that was unable to win against the KANU government and a weakened civil society.

The post-1997 period was characterized by increasing political advocacy to pressure government, especially with regard to constitutional reforms. Sustained by the work of Church leaders, civil society gathered momentum and re-gained its position as a government watchdog. Indeed, it is largely the work of civil society organizations that put pressure on the opposition leaders to unite against the KANU government that resulted in the KANU government loss to the National Rainbow Coalition (NARC) government in December 2002. Civil society in Kenya assumed a new, more politicized character, as many of its leaders became part of government and those new actors joining civil society may have had more political, rather than developmental ambitions. Civil society was weakened by a vacuum created by the exodus of the leaders to government.

In the early 2000s, civil society continued to bring governance issues to the table to the discontented opposition leaders who renewed the demand for a new Constitution. This is what Mutahi Ngunyi (2008) <sup>1</sup>

<sup>1</sup> Mutahi Ngunyi, Civil Society in the Post-Amendment Context Consultant's Report. Final Draft, submitted to the Royal Norwegian Embassy in June 2008.

calls the “glasshouse” revolt – revolt among political powers. The “glasshouse” or elite revolt was about power, while the “grassroots” revolt was about material grievances. These debates polarized the country to dangerous levels which was revealed during the 2005 referendum. It is against this background that donors realized that the civil society needed support. Shortly after KCSSP was initiated in 2006, the polarized political environment culminated in the 2007/08 post-election violence (PEV).

Agenda 4 (in specific policy planning development and implementation of processes such as the constitutional review) is the major litmus test to assess the progress and challenges of political reforms in Kenya. On August 4, 2010, Kenyans voted overwhelmingly for a new Constitution amidst fears that there would be election violence especially in the North Rift Valley. Fortunately, there was no election violence reported. Civil society had actively lobbied to ensure that the government put enough security on the ground. Moreover, the fear of repercussions from the ICC heavily supported by civil society was enough to deter individuals from instigating violence.

Currently civil society in Kenya is effectively working for and monitoring the government in regards to Agenda 4, the newly revised Constitution, and other newly revised policies and laws. After the promulgation of the new Constitution, rather than celebrate the gains, CSOs have strategically positioned themselves to push for its implementation. Depending on their specific area of focus, CSOs are interpreting and disseminating information related to the Constitution for effective implementation. For example, CSOs working in the area of gender equality are demanding policies and structures that can ensure that the Constitution is adhered to in issues such as property inheritance, domestic violence, and other aspects of family law.

Against this background, civil society in Kenya emerges as the major force with the potential to bring about effective change. Indeed, the history of political reforms in Kenya suggests that civil society is indispensable. Empowering civil society organizations is therefore a critical step in supporting Kenya for sustainability of desired political reforms. While the political elite could bring the ‘glasshouse revolt’ to an end, only the civil society can bring the ‘grassroots revolt’ to an end. The challenge is to solidify and empower civil society to improve the lives of Kenyans.

# 4. MAJOR FINDINGS

Throughout the evaluation period, the evaluation team sought to determine 1) what changes (if any) had taken place within the country or sub-grantee, 2) reasons behind the changes, 3) evidence of KCSSP contribution to those changes, and 4) ways that project performance may be enhanced for greater effectiveness. As a result of this investigation, the team developed a set of findings, which are presented below.

## RELEVANCE OF PROGRAM LOGIC

The Evaluation team sought to assess the continued relevance of KCSSP program logic in view of the changes in the project's operating environment. The findings were as follows:

Overall, the project aims to build the capacity of CSOs to play a stronger role in the Kenyan political reform process by providing them with grant support, advocacy and technical training, and organizational development (OD) services. Almost 97% of the respondents of the dTS survey stated that KCSSP's strategy to advance reforms and promote peace is relevant to Kenya today (63% strongly agree; 34% agree) while a similar percentage believe KCSSP is making a positive contribution toward peace and reform in Kenya (53% strongly agree; 44% agree). The results are lower regarding the project's reach, with 76% believing the number is sufficient (44% agree; 32% strongly agree).

## DEMOCRACY AND GOVERNANCE

USAID/Kenya has seized opportunities to “energize” civil society to “better engage and stimulate national, regional, and local government to advance reforms and abide by relevant laws”.<sup>2</sup> USAID/Kenya supports KCSSP which aims to target key civil society actors with potential to engage constituencies for reforms to improve democratic governance in Kenya. Since, 2006, KCSSP has worked toward the project objective of ensuring that targeted CSOs more effectively advocate for reforms, monitor government activities and provide other critical services to constituencies.

This D&G objective remains relevant to the current political context. As the passing of legislative policy and the Constitution gives way to monitoring the implementation of these policies, so should the focus of the program and its sub-grantees. It is critical that promulgation and implementation of the Constitution go hand in hand, simultaneously promoting advances toward more democratic reform so that Kenyan citizens may benefit from the many advances in the new constitution. Therefore, it is an opportune moment to: 1) monitor implementation of the Constitution and policies; and 2) explain what the changes in the constitutions and policies mean to citizens. KCSSP selected a broad array of civil society actors to support, from established, large organizations with political gravitas and access to those influencing and developing laws, to nascent organizations with ties to traditionally marginalized constituents. Both types of civil society actors were helpful in achieving the program's overall results.

<sup>2</sup> Associate Award Agreement, 2006. LWA Award# GEG-A-00-01-00005-00, Associate Award No. 623-A-00-06-00056-00

## **NATURAL RESOURCES MANAGEMENT**

Like with the D&G Objective, KCSSP aims to empower CSOs to enhance natural resource management as a way of controlling conflict and promoting biodiversity towards complementing efforts intended to support governance, justice and democracy. The program logic for the NRM component is still valid. Local communities living adjacent to protected areas and/or in areas rich in natural resources must be provided with incentives as well as benefits from conservation and other nature based enterprises to ensure that they participate effectively in the conservation of these resources. It is critical that local communities identify activities as contributing significantly towards their livelihoods. A conducive policy and legislative framework for NRM must also be in place for community participation and benefit sharing mechanisms.

## **CONFLICT MANAGEMENT AND PEACEBUILDING**

The Conflict Management and Peacebuilding component is in its third year as a fully-fledged component of the KCSSP. It fits well into KCSSP's overall framework, which is geared toward strengthening the capacity of CSOs to work as engines for change in Kenya's politico-legal, socio-economic, and cultural environment. Civil society has both a broad base and penetrative outreach that predispose it to be an effective channel to use to facilitate change.

The program logic for the component is relevant to the prevailing context with regards to the twin objectives of strengthening the structural framework for peacebuilding and reconciliation and strengthening the peacebuilding policy and legal environment. The logic is only partially relevant with respect to the objective of increasing the conflict sensitivity of CSOs to effectively manage the post-election crisis environment. This objective is only relevant to intervention in the PEV environment, which has largely passed and given way to a new context, requiring new interventions.

Sound and sustainable peacebuilding approaches for deeply divided societies address four broad conceptual objectives: 1) reduction of violence, 2) rebuilding relationships, 3) reforming structures, and 4) building the capacity of players to manage conflict peacefully. The KCSSP conflict management and peacebuilding component dovetails well with democracy and governance and national resource management. A solid structural framework plays a critical role in coordination and integration of peacebuilding and reconciliation interventions and efforts for the greatest impact possible. This objective therefore remains a priority and an area in need of strengthening. However, the current strategy premised on the District Peace Committee (DPC) model needs to be re-evaluated for its relevance and effectiveness. Findings strongly indicate that the model has not and may not fully facilitate attainment of the set objectives of advancing peace and reducing incidences of violent conflict.

## **KCSSP OVERALL**

Overall, the three component areas remain relevant and are well-designed. They have the potential to converge in a way that holistically addresses ongoing challenges in Kenya. Since land is one of the root causes of civil conflict in Kenya, resulting from historical injustices and competition for resources, peacebuilding requires legislative as well as NRM-related interventions. Similarly, NRM cannot be fully addressed unless issues of land are appropriately and legally resolved.

However, the evaluation team observed that while the linkages between the three components are being made during implementation, they are not necessarily resulting in integrated results. Instead of addressing three inter-related issues to form one coherent solution, it is more accurate to describe KCSSP as three projects under one implementation structure. The focus of the nature-based enterprises (NBEs) in particular, is out of place in the context of the two objectives of this civil society strengthening project. Despite the conceptual coherence in KCSSP's various components, there is a need to increase awareness of this coherence among sub-grantees to enable them to form integrated partnerships and utilize the resources optimally for greatest impact.

Furthermore, the evaluation team finds a gap between the logic of strengthening civil society *organizations* as the means for strengthening the civil society *sector*. While CSOs have been strengthened through KCSSP, the original problems of sectoral fragmentation, lack of unified leadership, lack of a common agenda and low constituent credibility still hinder the sector. In fact, the focus on individual organizational capacity may increase competition for donor resources, a major cause of the fragmentation.

“[Don’t] try to be all things to all people. If a priority is advocacy and policy change at the national level, the program should not be viewed as a funding mechanism for CBOs. If it is to be a mechanism for bringing CBOs into national level policy engagement, then policy change should not be an expected result.”

*Anonymous Online Survey Recommendation*

The shift from the original strategy of strengthening national CSOs to a focus on regional ones illustrates this dichotomy. Working with more nascent, regional organizations leverages greater effectiveness of activities. Furthermore, working with more grassroots organizations was a strong theme emerging from the recommendations in the online survey. However, this will not necessarily address the original challenges of a fragmented and unfocused sector.

This point is particularly important in light of the rapid political changes taking place in Kenya. As has been the case in the past, civil society must now reinvent itself within the new context of a new constitution. It must be at the forefront of advocating for reforms and mobilizing its constituents to demand good governance from its elected leaders. This is a critical moment for Kenya civil society, and an opportune time for KCSSP to grasp its full potential in strengthening the sector.

## **INITIAL PROGRAM IMPACT**

Within the three component areas, the evaluation team found evidence of solid impact at the level of advocating for policy reform, managing natural resources and building community capacity to handle conflicts peacefully. Respondents to the dTS online survey seem to agree, stating their view that significant progress has been made in achieving KCSSP's expected results. The majority of those engaged in the project (grantees and staff) felt that progress toward their expected results under the two objectives had either improved or significantly improved. This contrasts with the external respondents who rated those same results within Kenya civil society at large to be either improved or about the same, lower on average for each result except the policy environment for peacebuilding.

Respondents cited new legislation, grassroots engagement in policy advocacy and government monitoring, emergence of nature-based enterprises as a basis for community livelihoods, and a new understanding of conflict resolution as evidence of these changes. Many noted that the reconciliation and reintegration achieved after the PEV, as well as the new Constitution itself, was largely CSO-driven. Reasons given for these

changes included greater citizen awareness and democratic space, as well as the grants and trainings provided by KCSSP directly.

According to the PMP, D&G activities have reached, and in many indicators exceeded established targets, with one exception in FY 2010, “Change in policy, regulation, or policy implementation as a result of CSO advocacy or watchdog functions”. Targets for NRM were surpassed by far during the 2008 and 2009 financial years but not met during the 2010 financial year due to the fact that the grant making process was delayed, thus affecting scheduled activities. CM indicators are generally far exceeding their anticipated targets, in all but two indicators.

Field discussions and program documents show encouraging indications that the program is making an impact in the dimensions of violence reduction and improvement of communities’ relationships. This is despite the absence of or the inherent weakness in the structural framework meant to facilitate the achievement of the objectives. The impact, though encouraging, is not deep-rooted enough to withstand strong waves of violence, primarily because most of the root causes of violence – youth unemployment, land inequities, deep-seated cultural prejudices, culture of impunity, political manipulation and wounds of past injustices – remain unattended at least in the perception of the communities.

The evaluation team also found evidence of improvement for the expected results, as described below.

## **EXPECTED RESULT 1: INCREASED TECHNICAL CAPACITY OF CSOS TO EFFECTIVELY MANAGE POLICY CHANGE PROCESS FROM INCEPTION THROUGH IMPLEMENTATION**

Since 2006, KCSSP grants have supported CSOs to effectively advocate for reform of laws and policies directly related to democratic governance. During that time, Kenya civil society was instrumental in furthering policy reform by effectively advocating for reforms to advance rights for men, women, youth, and traditionally marginalized populations and monitoring government’s integrity and progress toward implementing the new constitution. According to dTS survey, 93% of respondents believed that CSO capacity to monitor government reform and ensure transparency and accountability had increased (70.2% - improved; 22.8% - significantly improved). The most significant impact was made upon the following policies, bills, and laws: the revised Constitution; the TJRC Bill; the National Land Policy; and the Political Parties Bill. *(See the related text boxes for case studies of these critical bills.)*

KCSSP selected a broad range of Kenyan CSOs, from large, well-established CSOs with the political gravitas and networks to affect policy change at the national level; to small nascent organizations that were capable of reaching out to a diverse constituency, both rural and urban, to bring citizen’s voices and opinions to affect policies and laws. This diverse group of civil society actors acted as an intermediary between national law-making institutions and those who influence laws (i.e. Parliament, Ministries, committees and commissions). Strengthening these vertical lines of communication through advocacy, civic education and creating and implementing laws is critical to improving the D&G operating environment in Kenya, a country where citizens are actively engaged in the democratic process. Civil society actors advocated for reform of laws using many different approaches – from presenting evidence-based research and policy papers to lawmakers, to utilizing social networking and ICT to increase citizen participation and input into laws under development. The following are examples of results achieved.

## Constitution and the TJRC Bill

On August 4, 2010, Kenyans voted overwhelmingly in favor of the new Constitution, updating the former drawn up at independence in 1964. Kenya civil society was instrumental in forwarding policy reform by effectively advocating for reforms to advance rights for men, women, youth, and traditionally marginalized populations and monitoring government's integrity and progress toward implementing the new constitution. Sub-grantees, some of which are listed below, aimed to increase participation and gather data from Kenyans to develop a constitution that reflects the will of the people, and a reconciliation process that brings the country back to the rule of law and provides adequate compensation for victims of human rights violations.

The Kenyan Section of the International Commission of Jurists (ICJ-Kenya) provided evidence-based research and input into the constitutional review process, and supported the establishment of the Truth Justice and Reconciliation Commission (TJRC). The ICJ provided input into the Kenyan TJRC process through research and information sharing; raised awareness among citizens of the TJRC Bill and its provisions and monitored the Constitution Review Process. ICJ-Kenya worked with relevant civil society organizations, Parliament and state institutions through consultative meetings, joint research as well as lobbying and advocacy, to push for the necessary legal reforms. For example, ICJ-Kenya engaged the Parliamentary Committee on Legal Affairs and the media to ensure that the Constitutional Review as well as the Truth, Justice and Reconciliation Commission Bills reflected citizen's needs and conformed to international standards. As part of efforts to influence legislative reforms, ICJ-Kenya presented a petition to Parliament on the TJRC Bill, providing useful research and highlighting flaws in the Bill in a bid to ensure that the Truth Justice and Reconciliation process benefits all Kenyans and returns the country to the rule of law, while providing sufficient compensation for victims of human rights violations.

ICJ-Kenya continues to monitor the TJRC and constitutional reform process, even after project completion, through joint research and publishing editorials and papers. For example, ICJ-Kenya published a paper on the role of the TJRC to promote national healing and reconciliation as opposed to having prosecutorial powers. ICJ-Kenya also works in consultation with the executive and parliament to monitor that the process is not hijacked by various political interests. As a result of KCSSP funding, ICJ-Kenya formed and currently works with numerous networks. For example, ICJ-Kenya participates on a multi-sectoral task force that aims to monitor implementation of the TJRC and of agenda item 4 recommendations even after the project's completion. ICJ-Kenya also formed new alliances with religious groups, including the Supreme Council of Kenya Muslims (SUPKEM) and Federation of Indigenous Council of Churches of Kenya

The Federation of Women Lawyers (FIDA), a large CSO working in mainly urban areas, developed 6 policy briefs and disseminated them among MPs and other stakeholders. The policy briefs were on topical issues of interest to parliament and included the constitutional review process, female genital mutilation, matrimonial property, gender-based violence, gender budgeting and trafficking in persons. Through these policy briefs FIDA Kenya was able to spark interest in national debates on policies and laws under consideration.

The Africa Youth Trust (AYT), a small, nascent organization, developed a mechanism for structured engagement of youth with parliament for youth-friendly legislation in the development of

### **Youth Issues in the Constitution**

Sub-grants to Africa Youth Trust (AYT) enabled the organization to bring together youth at the grassroots level and lawmakers at the national level which resulted in the inclusion of youth issues in the revised Constitution.

Kenya's new constitution. AYT established firm links with the Kenya National Assembly as a credible informant on youth views on legislation and continues to be consulted long after the KCSSP project ended. AYT mobilized youth, in 48 youth consultative forums in Kenya's 8 administrative districts, to present objective legislative recommendations which directly affect youth, including youth access to justice, employment, and engagement with local authorities. Moreover, AYT facilitated the formation of four Youth Parliamentary Working Groups (YPWG) aligned along four parliamentary committees. The YPWG critically analyzed bills, including the constitution under consideration by parliament to audit its responsiveness to youth concerns. The YPWG met with members of the parliamentary departmental committees to discuss their issues, present policy papers and agree on recommended changes to the Constitution and other bills.

The Socio-Economic Rights Foundation (SERF), a small, nascent organization monitored and provided input into the Constitutional reform. SERF mobilized the public and generated debate on the content of the Constitution and process of the review through quarterly public fora and innovative use of ICT (Facebook, Twitter, blogs) to gather input from citizens on what they believe should be in the Constitution and

#### **Partner Technological Innovation**

-SERF uses social networking tools to advocate for and monitor implementation of laws and policies  
-MARS runs a portal on leadership, governance and accountability <http://marsgroupkenya.org/new/>  
-AYT's "Parliament Synergizing Youth in Law Making" provides parliament with direct engagement with youth on law-making.

communicate this to the Parliament. In addition, SERF monitored, informed and supported the role of the Parliament in the process of constitutional reforms and conducted a critical analysis of constitutional reform proposals. Among many innovative approaches, SERF increased public participation to the review process through Facebook, using the Changia Kenya platform which collected 7,082 views and aggregated them into reports which contributed to Review Organs processes.

### **National Land Policy**

The initiative to revise the institutional framework for land laws in Kenya was necessary. The policy, legal, and institutional framework created in the 1950s was inadequate as the socio-economic, political and cultural environment had greatly changed in the meantime. Several KCSSP sub-grantees, including Kenya Land Alliance (KLA) and FIDA, effectively advocated for reform of the National Land Policy (NLP) with a focus on increasing inclusion and rights of those traditionally marginalized in the previous land policy. The NLP was passed in Parliament in December 2009. It states, among other issues, that women have legal access to land and defines mechanisms and platforms to resolve historical injustices.

KLA, a large, established organization that works mainly in rural areas, is a network of CSOs that was founded in 1999 and registered in 2000 with the Ministry of Lands as a Trust. The main objective of the KCSSP-funded project entitled "Enhancing Communities' Capacity for Monitoring of Land Sector Reform" was to strengthen community capacity to participate in policy matters. This project contributed to the broader KLA strategic plan for the years 2006-2010 that seeks to build strategic partnerships for land reforms and empowerment by building grassroots capacity to monitor national agenda issues for effective policy advocacy.

KCSSP's support strengthened KLA members and other grassroots land-dependent communities to advocate, lobby and influence policies, legislative formulation, and implementation frameworks. Importantly, KLA lobbied members of parliament, government officials and local councils to address legislative, policy, regulatory and program issues identified at different levels. KLA conducted policy research, analysis and

dissemination of policy information to enable informed and evidence-based public participation in policy decision-making on identified issues. KLA's initiative empowered and increased women's and other marginalized groups' access to land.

FIDA implemented a parliamentary strengthening program entitled "Enhancing Gender and Women's Human Rights Responsive Legislative and Policy Functions of Parliamentary Institutions". The overall goal of the project was to enhance reform more supportive of women's human rights in the work of key parliamentary institutions. FIDA effectively advocated by serving on coalitions and developing policy papers related to women and land rights which influenced the development of the NLP.

FIDA is currently working toward creating greater awareness and advocating for the implementation of the National Land Policy to address land reforms, constitutional provisions on land and their impact on women's right to inheritance and ownership. FIDA is focusing on three regions, namely Sotik, Taveta and Kwale. Through civic education campaigns and engaging members of Parliament on key issues related to the land chapter in the Constitution, FIDA is both spreading the word on what the newly passed laws mean at the regional level and continuing to engage lawmakers at the local level to monitor the implementation of new policies and laws related to land. FIDA recently published a lobbying toolkit for women and other stakeholders on issues of land and decentralization.

### **Political Parties Bill**

USAID requested that KCSSP fund an advocacy campaign conducted by The Coalition for Accountable Political Finance (CAPF) concerning the law dealing with accountable political finance under the "Rapid Response" mechanism. KCSSP provided training and "on-call" mentoring to the Director and staff on advocacy skills as well as campaign planning support to CAPF. In September 2007, the Political Parties Bill was passed, in part due to the advocacy of CAPF, which brought together 10 Kenya civil society organizations to advocate for reform.

CAPF, represented by 20 organizations monitored campaign fund-raising and spending in target constituencies in every province. A report with findings related to how the new Political Parties Bill was being implemented in each province was issued in February 2008.

## **EXPECTED RESULT 2: INCREASED CAPACITY OF CSOS TO MONITOR GOVERNMENT REFORM AND ENSURE GOVERNMENT IS TRANSPARENT AND ACCOUNTABLE**

Having advocated for policies and a new constitution, the test now lies in raising Kenyan citizens' awareness of these changes and monitoring government activities toward the implementation of the new Constitution and other newly revised laws. Without implementation, there can be no gain in mere promulgation of these laws. Over 87% of respondents to the survey conducted for this mid-term evaluation perceived improvements in capacity to manage policy change (61% improved; 26% significantly improved).

### **KCSSP Support for Women's Rights**

FIDA and the Foundation for Women's rights, a small, nascent organization monitored implementation of laws in the area of gender equality and are demanding the creation of policies and structures that can ensure that the Constitution is adhered to in issues such as property inheritance, domestic violence, and other aspects of family law. The Foundation of Women's Rights aims to enhance the participation of women in the reform process through capacity building and advocacy. This project has strengthened women's rights activists in 13 districts by gathering information on what women believe should be in the national reconciliation and reform agenda. The Foundation for Women's Rights then publishes papers and organizes events and meeting with lawmakers to advocate for the inclusion of a women's agenda in reforms. The Foundation for Women's rights also organized Accountability Forums, events that monitored Constitution implementation with a focus on women at the grassroots level and explained information about the Agenda 4 to the grassroots level.

KCSSP provided sub-grants to a diverse spectrum of civil society actors to advocate for reform and monitor the Kenyan government as it pushes forward democratic reforms, including constitutional reform, fighting corruption, land reform, electoral reform and other critical areas of good governance. Depending on their specific area of focus, KCSSP-funded CSOs have appropriately shifted their activities from advocacy toward interpreting and disseminating information about the Constitution and other laws for effective implementation and monitoring government to ensure

newly revised laws are correctly implemented and understood by Kenyans.

For example, the established, large organizations with political gravitas, such as ICJ-Kenya, FIDA, and KLA all had been previously advocating for reform of the Constitution and National Land Policy. These large organizations had already developed strategies, activities, and evidence-based research and had extensive experience with lawmakers. With KCSSP's financial support, these large organizations were able to more effectively influence lawmakers and monitor the government reform process.

Smaller, nascent organizations were able to quickly strengthen their organizational capacity in order to implement sub-grants. These smaller organizations had access and legitimacy among traditionally marginalized constituents, both youth and women. These sub-grants strengthened the capacity to demand government's accountability and gather opinions of youth and women, which were in turn brought to the attention of lawmakers through policy papers, meetings, and networking events. The following is an example of the results achieved.

#### **Monitoring Public Procurement**

The Kenya Alliance of Resident Associations (KARA) aims to identify gaps relating to public participation and oversight roles in the existing public procurement and disposal (PP&D) procedures identified, and to propose remedial reforms. In addition, KARA strengthens the capacity of citizens to more effectively monitor and hold local authorities accountable with regard to public procurement and disposal services in four cities: Nairobi, Machakos, Mombasa and Nakuru. KARA holds town hall meetings and then forms Procurement Watch Action Groups to raise awareness on procurement issues, monitor procurement processes and act as a feedback mechanism on PP&D procedures. This promising project is in its initial phase and should demonstrate results in 2011.

### EXPECTED RESULT 3: INCREASED LONG-TERM VIABILITY AND EFFECTIVENESS OF CSOS

The capacity of civil society actors was strengthened through technical assistance that improved leadership skills, policy implementation and organizational capacity. Approximately 78% of survey respondents perceive improvements in long-term viability and effectiveness of civil society actors working toward this objective (57% improved; 20% significantly improved).

The KCSSP capacity building activities have been effective in building stronger CSOs that can manage their activities more effectively. Based on interviews and desk review, there is evidence of improved effectiveness and potentially long-term viability among CSOs supported by KCSSP. All CSOs interviewed could list several improvements, especially among nascent CSOs, in the areas of organizational governance and management, financial resources, human resources, monitoring, evaluation, reporting and learning (MERL), and external relations. Almost all of the CSOs now have various institutional policies and strategies (HR, resource mobilization, organizational structures, capacity building plans based on the Organizational Capacity Assessment (OCA) tool, financial management systems, among others) in place and use them to guide their daily activities.

The organizational development (OD) component was instrumental in enhancing sub-grantees' capacity to competently, efficiently and effectively manage programs and boards. Key staff received appropriate training that has improved their systems, operating cultures, and resource mobilization ability. Evidence indicates that the OD component contributed significantly to enhancing the CSOs' effectiveness in facilitating peacebuilding and reconciliation interventions. NRM sub-grantees noted KCSSP's expertise in bringing new NBE models to their awareness. Several partners that are well-established organizations noted that it was the grant itself that allowed the organization to build its own capacity for things such as writing policy papers, thus increasing its ability to affect the legislative process.

All KCSSP sub-grantees indicated that their capacity to write competitive project grant proposals has tremendously increased due to interventions by KCSSP staff. This is a significant impact especially in terms of ensuring continuity of the activities of individual CSOs after the KCSSP grant. KCSSP sub-grantees unanimously agreed that their capacity to manage grant implementation and compliance had been greatly strengthened. The impact was more pronounced on management and administrative functions and more muted on technical skills and knowledge. Awareness among sub-grantees of the importance of M&E was obvious. Of particular note was the consistency in which sub-grantees could describe "most significant change" stories, a skill they attributed to KCSSP.

Monitoring data for sub-grantees with operational strategic plans, resource mobilization strategies and M&E plans fell short of targets, but was acceptable, given the development level of organizations that were

#### Improved Capacity for NRM CSOs

NRM sub-grantees and sub-grantees developed organizational structures and policies to guide operations, previously a weak area.

- As a result of cape chestnut processing activities to produce an essential oil, the Help Self Help Centre (HSHC) raised its profile, thereby attracting other donors such the Community Development Trust Fund (CDTF), the World Bank, and the Finnish Embassy.
- With the improvements made to their financial and management systems, HSHC received a positive evaluation from a potential donor.
- The East Africa Wild Life Service (EAWLS) is now working on other USAID funded programs as a result of KCSSP involvement.
- The Kenya Forest Working Group (KFWG) was able to strengthen their overall advocacy role and effectiveness as a result of the grant due to being able to hire more competent staff.

engaged. Changes in organizational capacity as measured through self-assessment scores could not be determined from the monitoring data, as the reporting approach for this indicator has undergone revision.

#### **EXPECTED RESULT 4: ADVANCE THE POLICY AND LEGISLATIVE ENVIRONMENT FOR IMPROVED BIODIVERSITY AND NATURAL RESOURCES MANAGEMENT;**

The KCSSP maintained momentum for policy and legislative review in the wildlife and forestry sectors. Approximately 74% of survey respondents perceive improvements in the policy and legislative environment for biodiversity and NRM (50% improved; 24% significantly improved).

Specifically, the following activities and results were achieved:

- Local/regional constituencies were able to participate in and provide their input into the government initiative to review the draft wildlife policy and Bill through regional workshops held countrywide which culminated in a new wildlife policy and Bill in 2007. While the policy was found to be adequate after this review, the Bill was found inadequate in terms of capturing salient issues within the sector thereby needing some reviews. Again with support from the KCSSP, the Wildlife Bill 2007 was revised; this culminated in a new Wildlife Bill 2009, which is awaiting legislation. Lobbying and advocacy work for the enactment of the Wildlife Bill is still ongoing. A coalition was also formed to lobby and advocate for the review of the Wildlife Bill, which it did effectively. While this coalition seems not to be in existence anymore after it achieved its purpose, the CSOs could quickly be mobilized if a need arose.
- Similarly, the KCSSP helped with policy and legislative framework review for the Forestry Sector, which led to the legislation of the Forest Act 2005. Partners followed up on the Act's implementation, particularly regarding provisions for Participatory Forest Management (PFM) and strengthening of the Community Forest Associations (CFAs) to participate in it. Through CORDIO, a CSO based at the Coast, KCSSP has also participated in the review of the Fisheries Act 2008.

##### **Working Community Forest Associations**

With Grants provided to the KFWG and the Forest Action Network (FAN) various activities were undertaken towards operationalization of the Community Forest Associations (CFAs) and other related structures. These included the establishment of the National Alliance of Community Forest Associations (NACOFA), Forest Conservancy committees and CFAs. Currently CFAs have been established and are active on forest management activities as well as establishment of Non Timber Forest Products (NTFPs). Others are the process of formation.

The support being provided to the CFA has played a critical role in creating awareness about the provisions for community groups in the Forests Act 2005, roles and responsibilities of CFAs and capacity building for them to effectively participate in Forest Management.

#### **EXPECTED RESULT 5: STRENGTHENED CAPACITY TO MANAGE AND MONITOR BIODIVERSITY AND NATURAL RESOURCES**

The KCSSP has helped improve the management of biodiversity and natural resources. One of the main strategies for the capacity enhancement is that KCSSP strengthened CSOs involved in the management and monitoring of natural resources and biodiversity through various means, including training on topics such as biodiversity threats assessment, Directors' Forums, and support through site visits and mentoring. Of the survey respondents, 69% perceive improvements in their capacity to manage/monitor natural resources (49% improved; 20% significantly improved).

The project also helped to establish institutions/structures for the management of the resources, such as the CFAs and to formulate plans for the management of these resources. The CFAs are provided for under the Forests Act of 2005. However, the Kenya Forests Service (KFS) and the community groups living adjacent to forests needed support to operationalize these provisions. Landscape organizations that are working around forest areas (NWC, HSHC, Muileshi) have helped in the formation and operationalization of CFAs. The HSHC has integrated the CFAs around the Kabaru forest block in the western Mt. Kenya region into the Cape Chestnut value chain. There, residents of the local community, many of them members of the CFAs, collect the seeds which are pulled together by a user group which the Horizon Ventures (Business arm of HSHC) buys from, bringing in significant incomes to those involved. It has also been a requirement of the Forests Act that CFAs only negotiate with the KFS based on a Forest Management Plan for the forest block in question. The KCSSP grant has facilitated the development of such frameworks in a participatory manner, as well as management agreements, thereby helping these communities to benefit from forest resources.

The result of these efforts is an increase in the number of hectares of land that have been brought under improved management, as presented in Table 1 below.

**Table 1: Land under improved NRM**

CSO Name	No. hectares under improved NRM	No. hectares in areas of biological significance under improved management	No. hectares of natural resources showing improved biophysical conditions	No. hectares in areas of biological significance showing improved biophysical conditions
KIBODO	225,200	31.16	31.16	31.16
CIBC	39,000	12000	12000	12000
Dunga Wetland	200	-	-	-
Kinangop Plateau	77,000	38	38	38
Western Mt Kenya	14,9 78	13, 398	13, 398	13, 398
Kakamega Forest	24, 000	5000	5000	5000
NWC (Kedong Ranch)	46, 255	12,000	12000	12000
Muileshi CFA	490	75	75	75
ATGSA	-	0	0	0
Total hectares	427,112	42,542.16	42, 542.16	42, 542.16

However, while the skills gained may have been very useful for improved management of natural resources, it is likely that the same may not be said of monitoring due to the following reasons:

1. Effects/impacts of an intervention in NRM/biodiversity may take more time before they are realized, usually long after the project is closed. This means that ongoing monitoring during project implementation does not really capture change that can be attributed to the project.
2. A sound monitoring plan is a prerequisite for effective monitoring, which would first and foremost have to establish good baseline data, against which future changes can be benchmarked and measured. This would require consistency not only in the monitoring method but also in the frequency of data collection and analysis. The necessary level of investment of time and effort, however, may not be ideal for the short and small grants that the KCSSP disburses.

- The KCSSP has been collecting data in some areas in partnerships with lead agencies such as the Kenya Wildlife Society (KWS) and the KFS, but the success of these efforts is dependent on the strengths of these organizations on the ground. Where they are weak in their monitoring programs and documentation of data, the KCSSP benefits little. In some landscapes such as the Nakuru Wildlife Conservancy (NWC), regular wildlife monitoring has been undertaken in collaboration with KWS.

## **EXPECTED RESULT 6: SUPPORT FOR THE ADOPTION OF MARKET-LED APPROACHES TO IMPROVE CONSERVATION-FOCUSED BUSINESSES**

Support for market-led approaches is one area notable as being reported to have made significant improvement by survey respondents. Approximately 67% noted an improvement (36% significantly improved; 31% improved). While still in their fledging (and therefore vulnerable) stages, these demonstration initiatives have made a marked contribution toward establishing the viability of this approach.

KCSSP supported various CSOs to adopt market-led approaches to improve conservation by first undertaking a study on the Natural Resources Management Business Sector, which provided a profile of NRM businesses, assessed and prioritized the NR sector, collected information on existing and potential NRM enterprises and identified the needs of the NBEs. The study was focused on the forestry, wildlife, wetlands and marine sectors. More detailed value chain analysis (VCA) for ecotourism, the Cape Chestnut oil and beekeeping would be undertaken later by the specific organizations implementing particular activities.

Almost all of the sub-grantees and their partners have adopted market-led approaches and have been provided with business development services (BDS) which improved the NBEs. It can be concluded that the sub-grantees are much more aware of what they need to do to have their businesses succeed and are in the process of actualizing that. Targets in terms of the number of NBEs assisted by BDS providers were surpassed by far in both the 2008 and 2009 financial years during which period over 20 of them benefited from KCSS assistance. In 2010, the achievement was slightly below target due to the delay in the grant making process. These NBEs are generating incomes but the question is whether they are in a position to contribute to sustainable livelihoods. When the amount of revenue generated is divided by the number of beneficiaries recorded in the PMP, the amounts seem to be relatively low as indicated in Table 2 below:

**Table 2: Average incomes earned by an individual as a result of NBE grants**

Indicator & its No. in the PMP	2008		2009		2010	
	Planned	Actual	Planned	Actual	Planned	Actual
15. No of people with increased economic benefits derived from sustainable NRM and conservation as a result of the USG grant	0	30,307	0	2292	1916	4923
19. Value of Revenue generated from improved NRM in USG supported sites (Ksh)	0	1,205,355.00	0	6,892,882.00	7,500,000.00	8,520,948
Average income/person (Ksh)		39.77		3,007.4		1,730.8

*NB: These figures represent averages; some enterprises are making significant livelihood contributions but some see very low returns. Source: KCSSP PMP*

KCSSP adopted the landscape approach in 2008 in which one large grant is provided to a landscape organization while three or four smaller grants are given to smaller organizations. The Nakuru Wildlife Conservancy (NWC), ATGRA, Kibodo Trust, CORDIO and the Help Self Help Centre are some of the

landscape organizations brought on board by KCSSP. There does not seem to be an integrated approach to land use planning in quite a number of areas, but efforts are being made to bring organizations together that are working in a given area after awards have been approved. However, an Integrated Land Use Plan has been developed for the Kuku/Rombo group ranches in which various land uses have been zoned. This will go a long way in improving the management of the NR and biodiversity in the region. The NWC is hoping to prepare an integrated land use plan with their second grant but they have made several efforts to bring the land owners and the tourism operators together for purposes of thinking and acting together.

One challenge to the implementation of the integrated land use planning is the structure of the grant making mechanism which invites potential sub-grantees to bid for the grants. Since this is a competitive process, it does not promote consultation among potential sub-grantees to develop a common strategy and approach to managing and benefiting from the resources within the landscape.

While planning at the landscape level was only completed in one area, several planning initiatives were undertaken, which culminated in the development of management plans for Kabarú Forest Block in the western Mt Kenya region and for a Forest Block in Kakamega Forest with participation of the CFAs. Forest Management Agreements have also been drawn up between the two CFAs and the KFS. In the case of the Muileshi CFA (Kakamega Forest), an agreement was signed between them and KFS, allowing the CFA to benefit from carbon sequestration under the “Forest Again” project. As a trickledown effect of the preparation of the Participatory Forest Management Plan (PFMP) for Kabarú, two other CFAs are preparing plans for Hombe and Gathiruiru Forests Blocks, thus creating the needed synergy to ensure the sustainable conservation and management of the landscape. The grants have integrated the NBEs with conservation objectives fairly well throughout the sites, which are essentially all in ecologically sensitive areas.

*Develop market strategies along focused value chains for conversation-related business* - VCA was undertaken for the Cape Chestnut oil, the ecotourism value chain, and honey products to inform the development and marketing of these two types of products. This is aimed at increasing the incomes generated that would go towards improved livelihoods of the local communities living adjacent to these resources.

The VCA for the Cape Chestnut oil seems to have borne fruit and has influenced various aspects of processing and product quality, commercialization of the oil, branding and marketing and assessment of byproduct use (seed cake) with great success. This successful initiative should be scaled up to other areas where the tree exists. More of the trees should also be planted at the on farm level. Additionally, the ecotourism VCA study provided useful inputs into the development of ecotourism enterprises.

**Successful market strategies along focused value chains**

With improved product quality, the price of one kilogram (kg) of the Yangu oil rose from KES 16 to 25 for individual seed collectors, amounting to approx. KES 5000 per month, substantial for a part time activity as it is more or less equal to the Government minimum wage for full-time casual laborers. The collection centre gets a markup of KES 5 per kg which during a good season yields KES 80,000 to the group.

While quite a number of the ecotourism enterprises are aligned towards market strategies that have the potential to generate sustainable incomes for beneficiaries, there are a few weaknesses that were noted which include the following:

- In some cases, the target market for the product seems not to have been thought out very carefully, bearing in mind the need to provide for sustainable livelihoods and not just revenues generated. It

would have been appropriate to ascertain the percentage of the tourist segment that really falls in the very low-end market segment and is adventurous enough to visit some of the facilities such as Ututu.

- The issues of what is it that the local communities can do and do effectively also seem not to have come out very clearly in the ecotourism VCA, although community-developed, community-owned and community-managed enterprises is one of the models identified in the VCA. There are indications that communities may be limited in their capacity to develop and operate a facility that is able to compete with other businesses. However, local communities have been known to be good in providing guiding services, nature trails and campsites, and curio shops from which they can generate income.
- The community - private sector model in developing ecotourism enterprises has also not been adequately used, perhaps due to the short nature and low value of the grants. This model may, however, work better in certain ecosystems such as the Amboseli where communities give land as equity into the project.

Overall, most of the enterprises initiated are generating incomes but the question is whether they are in a position to contribute to sustainable livelihoods. Caution may be needed in assessing the value of revenue generated from the NBEs due to the fact that these NBEs have just been started and, as in the case of any other business, initial proceeds are never too high but grow with time as organizations gain more experience in the business, understand the value chain better, and improve their product and marketing over time. This same trend will obviously apply to the supported NBEs. The grants and support provided therefore need to be perceived as initial startup support and not as ends in themselves.

It is important to think critically about ecotourism when positioning community ecotourism enterprise in the value chain and deciding on a tourism model. The need for any ecotourism enterprise to compete in terms of product quality and service provision should always be integrated into the decision-making process. Where the community is not in a position to compete, it is recommended that the community/private sector model be employed. However, this model requires more time before the investor is brought on board and the grant making mechanism as it is used now is also not suitable for the process.

*Expand business services to new and existing conservation enterprises* - The KCSSP made a concerted effort to provide BDS to new and existing conservation enterprises which included business planning, legal advisory services, product development, market research, and technical training pertaining to the specific areas of operation (tour guiding, birding), among others. This support has contributed positively to the development of the enterprises and incomes generated from them.

## **EXPECTED RESULT 7: INCREASED CONFLICT SENSITIVITY CAPACITY OF CSOS TO EFFECTIVELY MANAGE THE POST-ELECTION CRISIS ENVIRONMENT**

There was evidence that the program contributed to increased capacity of communities to manage conflict constructively or less violently. In the Kibera slums, in the Nairobi Region, an intervention led by the Divisional Peace Committee led to a negotiated solution between squatters living along the railway line, the landlords and Railway Management. This averted a potential destruction of the rail line which has been the norm in the past. In Trans Nzoia district, the Caucus for Women Leadership intervention led to consultation with, and eventual disarmament, demobilization and re-integration of thirty-five (35) youths belonging to the Sabaot Land Defence Force (SLDF) militia group. Similar impact was achieved in Kinango District, Coast, where pastoralists and crop farmers of Nyango, who perennially fight over water, negotiated an amicable sharing formula. Mediation Tents established by Peace-Net during the crisis period have evolved into a life of their own. Now people with differences are simply asked to “go sort it out in the tent”. All these indicate some degree of impact on strengthening the capacity of CSOs, CBOs and local peace structures to reduce incidences of violent conflict in target areas and ultimately advance peace in Kenya.

Grassroots activities by various sub-grantees show that reconciliation dividends have been or are being felt at community level. Dialogue interventions supported by the grant have led to a thawing of relationships among communities divided by PEV and other violent conflicts. In the Timboroa area of Eldoret (North Rift), for instance, ACK-CJPC peacebuilding activities between the Kikuyu and Kalenjin ethnic groups resulted in the youth from Kalenjin community rebuilding a house for a local Kikuyu Pastor which was burnt down at the height of the crisis. Similar results were witnessed in the Burnt Forest area in the North Rift Valley and in the South Coast area of Mombasa where relationships between coastal and upcountry people have improved. The improvement in relations led to the return of those displaced during the crisis, initiation of dialogue between groups and involvement of actors across the identity divide in the peacebuilding process.

Indicators of enhanced inter- and intra-community relationships through the promotion of inter- and intra-community healing and reconciliation are largely qualitative, but measurable, and are captured in reports by field officers. Looking through the documents presented by some sub-grantees, these evaluators were able to identify change within and among communities.

Many KCSSP sub-grantees claim that through community dialogues there is a lot of change in attitudes on the negative impact of unresolved conflict and there is increased awareness of communities of the need to handle conflict non-violently. However, there are no appropriate and accurate measurements for these. While

#### **Early warning system in Lelmolok**

In October 2010, a young Kikuyu man was murdered by some Kalenjin men in Lelmolok, a small village approx. 30 kilometers (km) from Eldoret. Barely 15 minutes after the incident, the ACK Development Office was told about the murder by an anonymous caller who said that Kikuyu men were preparing their revenge against the Kalenjin. They quickly went to Lelmolok to monitor the situation and at the same time reported the matter to the police who had not yet received the information.

The police arrived after the ACK person. They took away the body of the murdered man and quickly investigated the matter. They found that the murder had nothing to do with ethnicity but was a case of business misunderstanding. The victim and his driver had hiked the tout fare because the police had netted many un-roadworthy vehicles creating a huge demand for transport. A number of young men were arrested and were to be charged with the murder.

Meanwhile, the ACK officer organized for a meeting of community elders (both Kikuyu and Kalenjin) who, after understating the situation condemned the murder as a criminal act and called on the community not to ethnicize it. They called also on the police to take appropriate action against the aggressors. The quick response by the ACK and the police, as well as the action of the community elders defused and managed the conflict which had potential to degenerate into ethnic violence.

relationships appear to have improved as may be observed in the various changes described above, violence could still erupt among the people. History indicates that in certain areas of the Rift Valley for example, people appear to live in peace until the national elections year when violence consistently recurs, often worse than in the previous elections. According to NCKK, areas that experienced violence in 1992, experienced violence again in 1997 and were most affected in the 2007/2008 PEV.

Though these indicators are all small-scale, it should be appreciated that the greatest insurance against recurrence and use of violence as tool for resolving differences lies in strengthening the communities' ability to opt for and use nonviolent approaches to settle arguments and resolve differences. The capacity of CSOs and other peacebuilding actors to effectively and appropriately anticipate and respond to a crisis environment is paramount for the realization of stable peace in the society. However this KCSSP objective appears to be flawed in its conceptual design by restricting its focus only to the PEV environment. Apart from being short-

#### **Reintegration of IDPs**

After the 2007/08 post-election violence, some Kikuyu families were evicted from their farms and ended up in Internally Displaced Persons (IDPs) camps. When the government put in place the Operation Rudi Nyumbani, IDPs in some areas within which the KCSSP operates in conflict management and peace building invited the Kikuyu to return to their farms and even helped them rebuild their houses. Initially, intra community dialogues were tense and emotional and people grouped themselves according to tribe. Clearly, mistrust characterized the peoples' relationships. Over time, with the influence of the KCSSP, people have relaxed and created a good level of trust and can be seen integrating in market places and social events freely.

term, such a focus also lends itself to addressing effects of a crisis at the expense of the root causes. It also inhibits interventions from being responsive to the changing dynamics and emerging issues.

After 2008, the majority of the KCSSP grants under this component have funded activities of rapid response to violence and insecurity in and control of these in potential hot spots throughout the country. While such activities have their place in conflict management and peacebuilding, they do not necessarily constitute conflict management and peacebuilding. The National Council of Churches (NCKK), South Rift region, which has years of experience in working in this component area, has learned that such activities are 'icebreakers' that prepare the ground for

peacebuilding activities, but are not in themselves peacebuilding. Deeper analysis of the causes of violence suggests that major underlying issues need to be addressed if sustainable peace is to be realized. NCKK is going further in this work by engaging communities in identifying viable solutions to their situation. If they require restitution for their land, who are they requesting restitution from and for how much? This helps the communities to engage in the complexity of the situation and take part in developing just solutions for everyone involved.

Findings indicate that most sub-grantees have been focusing on interventions geared to addressing effects of the PEV. The majority of respondents interviewed and documents reviewed showed that the focus has been on rebuilding communities' relationships by promoting opportunities for joint problem solving through dialogue, and by attending to the effects of the violence including trauma and displacements. Few sub-grantees are involved in policy-level advocacy aimed at addressing the structural roots of the conflicts, including historical inequalities in land distribution; lack of alternative livelihoods especially for youth (which makes land a premium resource and hence a cause of conflict); and deep-seated mistrust and cultural phobia of *the Other* which makes political leadership a do-or-die competitive affair. This sub-component needs a conceptual review to remain relevant and responsive to the shifting socio-political and economic context.

## **EXPECTED RESULT 8: STRENGTHENED FRAMEWORK FOR PEACE AND RECONCILIATION TO REDUCE THE THREAT OR IMPACT OF VIOLENT CONFLICT AND PROMOTE PEACEFUL RESOLUTION OF DIFFERENCES**

The support aimed at increasing the capacity of the National Steering Committee (NSC) to better carry out its mandate of raising public awareness on peace and developing the appropriate legal/policy framework for peacebuilding and conflict management shows compelling evidence of results. The NSC contributed to making the process of policy and legal framework development more effective and successful. The in-kind support given to the NSC enabled it to carry out its mandate in the areas of raising public awareness on peace and developing the appropriate legal/policy framework for peacebuilding and conflict management. It played a central coordinating role without which the process would not have succeeded to the extent it did.

However, there is strong evidence to warrant reassessment of its effectiveness in *raising public awareness on peace*, especially at the district level, through the peace committee model. The NSC's decentralized organs (peace committees) at administrative levels (e.g., province, district and divisional) either do not exist, are poorly constituted, or dysfunctional. For example, only a few DPCs are playing their role effectively. The problem of the DPCs seems to emanate from how they are constituted (in most districts they are dominated by Provincial Administrators), a lack of clear understanding on their roles (in some instances the committee members assumed the role of law enforcers), lack of basic knowledge on peacebuilding, and the unsuitability of the district as the locus for the peacebuilding structure. Effectiveness of this framework requires the allocation of enough funds to strengthen the peacebuilding structures and their operations. There may also be a need to shift the structural basis of peace committees from the current Provincial Administrative model, where one size fits all, to one that is context-responsive. This entails a broad horizontal base consisting of peace forums of key groups in the conflict whose mandate is internal peacebuilding and a lean vertical apex consisting of a provincial peace forum mandated to undertake coordination functions

## **EXPECTED RESULT 9: STRENGTHENED POLICY AND LEGISLATIVE ENVIRONMENT FOR CONFLICT MANAGEMENT AND PEACEBUILDING.**

There was a strong indication that grants made an impact in strengthening the peacebuilding policy and legal environment. Sub-grantees working on development and reforms of both the peacebuilding policy and legal framework in collaboration with the National Steering Committee on Peacebuilding and Conflict Resolution, contributed significantly to the process of drafting the National Peacebuilding Policy and National Peacebuilding Bill. Both of these documents are now at the ministerial level awaiting adoption by the Cabinet and enactment by Parliament, respectively. Both the Bill and Policy Drafts still require revisiting by the stakeholders to bring them into conformity with the provisions of the new Kenyan Constitution. Therefore, there still exists a need for engagement and focus on this objective because the current interventions are operating in both a legal and a policy vacuum.

## PROGRAM'S TECHNICAL EFFECTIVENESS

The above results are grounded in the program's technical capabilities to effectively support the technical and organizational capacity strengthening of sub-grantees as well as to manage the grants themselves. The program's professional expertise is appreciated by their partners. The evaluation team also recognized the challenging external factors that have kept the operating environment in constant flux. In the midst of macro-changes taking place at the socio-political context in Kenya, there have been changes in key and non-key personnel in both the project and at USAID. New priorities introduced by a changing US Administration have demanded refocus in programming and monitoring frameworks (for example, gender as a heightened priority). It can be easy to underestimate the effect such changes have on project operations, as project staff are required to adsorb and adapt to the ever evolving context.

The following sections outline the significant work that has been done by the program as well as the areas where it could improve in order to maximize the sustainability of its efforts.

## GRANT MAKING

The primary activity of the KCSSP is to award competitive grants to Kenyan CSOs to carry out activities in support of the three technical components. These grants are additionally supported thorough the organizational and technical capacity building activities that are part of the grant award. In the four years of implementation, KCSSP awarded 117 grants to 95 organizations. (See summary of grants in Appendix H.) Almost exactly half of the awards went to the Democracy and Governance component.

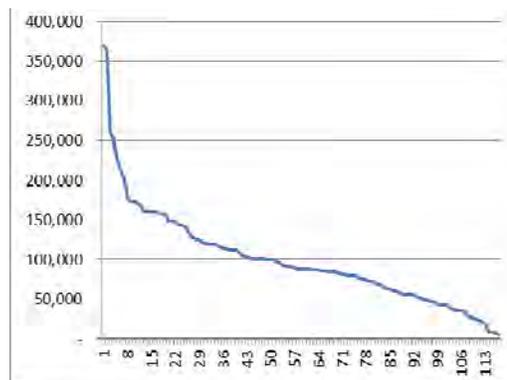
**Table 3: KCSSP Grant Awards Summary (as of 10/30/10)**

	NRM	Peace	D&G	Total (USD)
<b>Active grants</b>	13	12	26	51
<b>Closed grants</b>	14	20	32	66
<b>Cumulative award amounts (in USD)</b>	2,492,889	2,203,119	6,739,709	11,435,717

Awards have ranged from the largest of USD \$369,356 to the smallest of \$4,579. The average award is \$99,351.

KCSSP grantees are effectively spread across various regions based on the needs of each region. The program has chosen to work in specific ecological landscapes and concentrate on regional approaches to conflict programming. NRM sub-grantees are effectively located in 'biodiversity hot spots' or areas that have specific natural resources such as around Mt. Kenya and in locations of wildlife tourist attractions. Similarly, there is a high concentration of KCSSP D&G grantees based in Nairobi and its environs. Given that Nairobi is the seat of government, support to national level advocacy and policy change will logically target a significant number of national,

**Grant amount in descending order.**



Nairobi-based grantees. This makes logical sense as lobbying and advocacy for policy and constitutional changes takes place in this region.

CM sub-grantees were diverse and represented the concentration of communities engulfed in the PEV, predominantly in provinces of Rift Valley (predominantly North Rift); Nyanza; Coast; Nairobi and parts of Western Kenya. The Rift Valley province was the region most affected by the PEV and therefore the concentration of CM projects in this region is appropriate. These areas were mostly inhabited by heterogeneous ethnic groups as the violence was lower in provinces with homogeneous ethnic groups e.g., North Eastern, Eastern and parts of Western. Current projects are still located in areas still considered hotspots or potential flash points of violence.

KCSSP sub-grantees work with a variety of key ethnic groups, including Kikuyu, Luo, Kalenjin, coastal tribes, up-country people, Kisii, Luhya, and Maasai. Because CSOs in Kenya are not established along ethnic lines and many work in areas inhabited by several ethnic groups, it would be inaccurate and inappropriate to equate the sub-awardee with a specific ethnic group. The program's strategy to ensure broad geographical reach to NGOs with members from numerous ethnic and religious groups in Kenya is through an open and competitive procurement process. Feedback from both the online survey and individual interviewees reflect the belief that they are successful in extending equal opportunity for funding to all Kenyan CSOs, within programmatic limits of the various RFA/APS.

The original design of KCSSP was to target leading national-level CSOs at the forefront of the sector, the rationale being that strengthening the work of these organizations would provide the impetus for the sector and set new standards of performance for others. In the second year, through joint agreement with USAID, the Request for Applications (RfA) was opened to a wider group of CSOs, in order to support more regional and emerging organizations. This trend has continued, particularly in the areas of NRM and peacebuilding, where it is believed that the project has a greater level of effectiveness in reaching organizations closer to the grassroots. A strong number of respondents to the online survey voiced the view that this trend should be continued and even strengthened. However, while funding for NGOs at this level is critical, it is not necessarily the full aim of the project. Additionally, working on this level significantly increases the management effort needed to both manage the grants and give capacity building support to sub-grantees in younger stages of development.

The grant period is typically 1-2 years, which is commonly extended through either a no-cost extension or support continued through a follow-on grant. The view that this timeframe is too short for the interventions to make the greatest and sustainable impact was repeatedly voiced by sub-grantees. Multiple-year grants are requested to enable the interventions to become rooted deeply enough to withstand the still volatile environment civil society faces in Kenya. Evidence of this was seen by the evaluation team when visiting partner organizations. For partners operating at the grassroots level that had experienced a change in staff since completion of the KCSSP grant, new staff were frequently unfamiliar with activities of the grant and could not specifically identify the results that were continuing, since funding for the activity had not been continued. For the established partners, the grants play a part in the organizations overall fundraising strategy for its activities. In both cases, longer programming horizons are critical to help the partners achieve the lasting results they are working toward.

Grants are solicited through a variety of mechanisms, an annual public call for proposals (RfA) responding to defined set of criteria, a number of targeted RfAs on more narrowly defined topics open to select organizations with the capacity to respond, a more general annual program statement (APS), and unsolicited proposals within the scope of the project and worthy of support.

**Table 4: List of KCSSP Grant Solicitations**

Month		Component	Focus	# Applications	# Compliant	# Awards
April10 (June review)	APS	D&G	National level advocacy and policy change grants (D&G)	37	21	3
Apr 10 (Sept review)	APS	D&G	As above	48	16	XX
Apr 2010	Ltd RfA	D&G	National level advocacy and policy change grants	17	17	8
April '10	RfA	Conflict	Peace building in Northern Kenya	96	36	8
Sept '09	RfA	NRM	Wildlife & Forestry Policy (Legal environment)	29	10	2
Oct. '09	RfA	Conflict	Peace building / Conflict Management	87	43	9
July 2009	Ltd RfA	NRM	Limited Marine Coastal Zone advocacy	3	3	1
Feb. '09	RfA	D&G	Coalitions for reforms / anti-corruption	52	19	3
Feb. '09	RfA	D&G	General	105	41	12
May '09	RfA	NRM	Nature-based Enterprises	89	33	11
Mar '09	RfA	Conflict	Peace building in Nyanza Provence	55	23	5
Mar '08	RfA	Conflict	Conflict prevention	214	91	10
Mar. '08	RfA	D&G	Political process	44	28	7
June 2007	RfA	NRM/BDS	Biodiversity project grants	205	43	3
Nov 2006	RfA	NRM	Small NRM advocacy grants	76	30	3
Nov 2006	RfA	D&G	Large D&G focused program grants	95	43	10
Nov 2006	RfA	D&G	Small D&G focused activity grants	54	13	4

In the four years of operation, the program has been improving its assistance to potential sub-grantees to help them understand the terms of the RfA and prepare a winning proposal. Their goal is to help those organizations with a good idea to develop it into a fundable proposal, rather than fund organizations who can simply prepare a good proposal often without a good idea. The project now holds Bidders' Conferences both in Nairobi and regionally to clarify expectations and answer questions. These efforts seem to have paid off. As the above table illustrates, the percentage of compliant proposals received in response to each solicitation has steadily increased as CSOs have become increasingly familiar with the project and its proposal criteria. This is also supported by the online survey. Respondents with active grants responded more favorably to the questions concerning granting efficiency that those with closed grants.

Once proposals are reviewed against evaluation criteria and the priority proposals selected, KCSSP enters into negotiation with the submitting organizations to refine and sometimes modify the proposal to meet program criteria. Then, an authorization process through the USAID/D&G Office, Pact/Washington, and finally the USAID/Contracting Office takes place that can take 3-6 months to complete. With grants made to international NGOs working with their own partners as sub-grantees, the time is even longer. This is a significant bottleneck in the grant-making process that must be addressed as a priority. Given the already

short duration of the grant programs, too much valuable time is being taken up with signing the agreement, compromising the remaining time available for implementation. All parties should review the current process to ensure it is being followed to understand where the delay is taking place and work to resolve it.

The second bottleneck regarding grants concerns financial reporting of sub-grantees. Presently, funds are disbursed to sub-grantees on a monthly basis. Partners repeatedly expressed their concerns with this practice as it limits implementation of activities, significantly increases paperwork, and compromises their already limited cash flow. Even with staff meeting their target of a seven-day review and approval process, this substantially delays activities. While disbursements were formerly done quarterly, the practice was changed, as KCSSP staff believed this was required to be in compliance with USAID's Automated Directives System (ADS)<sup>3</sup> which states that advance payment shall generally be limited to 30 days. The *Pact Subgrants Management Manual*<sup>4</sup> also reflects this policy. There is a strong case to be made with USAID concurrence, however, that this should not be the approved practice for KCSSP. The policy should be reviewed and appropriately revised as soon as possible.

### **TARGETS OF OPPORTUNITY (RAPID RESPONSE FACILITY)**

In order to respond to the rapidly changing environment and opportunities that may arise, funding was set aside within KCSSP to be used for 'targets of opportunity' within the D&G and NRM components, and 'rapid response' within the conflict management component. Terms and criteria were later added to give clarity to the facility and ensure its strategic use, rather than deciding what is important as opportunities arise. KCSSP views this mechanism as a way to respond to unanticipated opportunities to manage and prevent conflict, rather than use the funds to stimulate activity on its own.

Since 2007, twenty-five grants have been made under this mechanism. In 2007, KCSSP provided a "rapid response" sub-grant to the Coalition for Accountable Political Finance (CAPF) to support specific activities of the Accountable Finance Campaign. CAPF was instrumental to the passage of the Political Parties Bill which monitored public funding of political parties. In the NRM component, KCSSP provided a grant to the EAWLS to support the task force on conservation of the Mau Forest Complex. By undertaking studies on the biodiversity conservation and water catchment functions of the Mau Forest complex, EAWLS helped set priorities for the promotion of sustainable livelihood options for local communities living around the forest, thus contributing to enhanced biodiversity conservation and water catchment functions of the forest. Other such activities included action to resolve conflict in the Samburu.

<sup>3</sup> ADS Chapter 303. II.1. Payment – Advance (October 1998).

<sup>4</sup> Pact Subgrants Management Manual, last updated October 2004.

Within the conflict management component, this facility has not been as effective as originally intended. It has been constrained by operational challenges including a cumbersome grant authorization process, stringent compliance requirements and underperformance reporting by the fund-managing sub-grantee. In addition, one interviewee remarked that KCSSP seems to be a “one size fits all program” that should focus more on civil society strengthening and less on rapid responses to political issues. Given the fact that KCSSP grant approval processes take more time to respond to emerging issues, the interviewee believed USAID should use other mechanisms, such as OTI’s SWIFT mechanism that has systems in place to respond rapidly to targets of opportunity.

Currently, the rapid response facility remains a much-needed resource to respond to crucial incidences of violence outside of the target geographic focus area. The importance of this facility is even more critical due to the tied nature of regular grants which impedes sub-grantees’ ability to respond to new dynamics in targeted focus areas.

**Table 5: Targets of Opportunity & Rapid Response Grants**

Grantee	Origin	Grant no.	Comments
<b>DG &amp; PBCM</b>			
IPAR Core	USAID	07-1016	Graduation, funds added to CA
Wajir PAD	USAID	07-1022	Transition, funds added to CA
Practical Action	USAID	07-1023	Transition, funds added to CA
Rainmaker	USAID	07-1024	Pre-election activity
Internews	Unsolicited	101AO329	PEV
Peace-net	Unsolicited	08-1033	PEV
ICJ-K	Unsolicited	08-1038	PEV
Mandera WFP	Coalition member	08-1056	RR
MARS	USAID	08-1057	Use of technology
APFO	Pact	09-1059	Setting up RRF, designated as NRI
Undugu Society	Unsolicited	09-1061	NGO Week organizer
PEN	Unsolicited	09-1064	
LEWA/NRT	USAID	09-1072	RR
CJPC-Kitale	Sub-grantee to CRS	10-1100	Pact decision to continue activities
ACK-Eldoret	Sub-grantee to CRS	10-1101	Pact decision to reprogram
MARS	Unsolicited	10-1102	Pre-referendum/anti-corruption
CMD	USAID	10-1103	Referendum
ICJ/PIN	USAID	10-1104	Referendum
Matatus	USAID	10-1119	Target of opportunity
Nyando	NSC	10-	RR, 2 grants for same conflict
Gambela	NSC	10-	RR
<b>NRM</b>			
ELCI-I	USAID	06-1001	Prior procurement mechanism in place
ELCI-II	USAID	07-1003	Follow-on
Kibodo Trust	USAID	08-1030	Target, USAID added funds to CA
KFWG	USAID/Pact	08-1055	Support to PM's task force on Mau, KCSSP chose partner

Therefore, there is an urgent need to develop an alternative mechanism to make this facility:

- Easily accessible (recommended: under 48 hours)
- Readily Available
- Efficiently and Effectively Administered

KCSSP is looking to address these challenges by engaging staff that can quickly and directly develop proposals for funding, rather than assisting the sub-grantee to develop a compliant proposal. During the constitutional referendum period, the project also engaged three Associates who developed contacts and prepared weekly situation briefs for the project and USAID. These were a valuable source for identifying potential opportunities and developing contacts with relevant organizations. In the post-referendum

environment, one Associate will be retained to play the same role but on a lower scale, producing reports on a monthly basis.

## **ORGANIZATIONAL DEVELOPMENT AND TRAINING**

KCSSP combines organizational and technical capacity strengthening to sub-grantees with grant support for individual projects. This is considered unique by sub-grantees in that it is the only CSO funding program that also supports organizational capacity strengthening. The additional support is highly valued by the partners, although more so by the more nascent than the more mature. For the smaller, newly established CSOs, the capacity assessment process and follow-up training was the most helpful as it helped them establish systems in governance and management, financial resources, human resources, MERL, and external relations. Some of the larger organizations did find these processes helpful; however, they believe they would have benefitted more from advanced training tailored more toward their specific needs. While KCSSP has tried to make clear that capacity building is a part of the grants, one organization expressed that it would have preferred to receive the grant without the accompanied training.

Following the grant award, KCSSP engages the sub-grantee in an Organizational Capacity Assessment (OCA) process that helps the sub-grantee rate its own capacity in seven capacity areas. The assessment process is conducted annually or at the end of the grant period, if it is less than 2 years. It is unclear to what extent the results of the OCA form the basis for a customized capacity building plan for the sub-grantees, in which they participate in specific trainings and mentoring opportunities. KCSSP staff are considering facilitating the OCA before the grant agreement is finalized. This is recommended, as it will allow the grant to incorporate specific expectations for tailored capacity development and build relevance and accountability for these activities into the award.

KCSSP holds approximately 20 trainings per month for sub-grantees on both technical skills (e.g., peacebuilding, advocacy, value chain analysis) and organizational topics (e.g., human resources, finance and grants). Peer learning events and a Directors' Forum are also held on a regular basis to facilitate interaction between partners. Trainings average 3 days in duration where meetings are often ½ day. The project has been attempting to improve its efforts in response to feedback from sub-grantees, such as publishing an annual training calendar and shortening the duration of trainings. Sub-grantees are invited to participate in all relevant events, although KCSSP is increasingly identifying individual participants by name so that the most appropriate people attend. Mentoring is accomplished through quarterly site visits and ongoing contact between project and sub-grantee.

According to the dTS survey, almost 87% of respondents believe that the capacity building events were the most helpful of all the activities, followed by the peer learning events. The far majority of respondents also found trainings to be of high quality (49% strongly agreed; 48% agreed) and well organized (52% agree; 41%strongly agree. They also found both the frequency and duration of trainings to be appropriate (58% agree; 22% strongly agree, and 48% agree; 30% strongly agree, respectively).

KCSSP has explicitly attempted to reach out to organizational leaders to improve and clarify their leadership skills. For example the Advocacy Skills for Directors, Organizational Governance and Governance and Leadership workshops were held in 2007-20010 to strengthen the technical skills of KCSSP-supported leaders, including Directors and Board Members. Of particular importance to those interviewed was the

Resource Mobilization workshop for the Executive Officer and Board Members from each organization. Several leaders expressed appreciation for this workshop and were able to demonstrate that their new skills had been translated into increased resource mobilization and diversified donors, including the private sector.

The Director's Fora were originally held monthly on relevant topics, such as to explain the OCA process and content, or on relevant themes (i.e. PEV, shifts in political environment, national reform agenda). These events were intended to encourage peer-to-peer learning and the sharing of lessons. Almost half of the respondents of the dTS survey found that the Director's Fora were helpful activities and this was echoed in the partner interviews. However, the project had found declining interest in and ownership of these meetings, with partners expressing their views that this was a KCSSP-driven agenda or that the events were dominated by the larger players, leaving little space for new organizations to participate. KCSSP may want to explore how to re-design the Director's Fora so that they are more participative and allow for all members to participate.

One characteristic of the KCSSP capacity building component is that it relies heavily on the expertise of project staff for training or mentoring. While this expertise is high and respected, the intense training pace and constant effort to encourage sub-grantees to participate in trainings consumes considerable staff effort. This strategy also excludes other effective capacity strengthening methods that build ownership and cooperation as well as skill within a sector. Such other strategies include cross-visits between sub-grantees to pair those strong in a certain skill with those weak in that same skill and the use of Communities of Practice (a methodology PACT worldwide has effectively developed both internally and programmatically). If KCSSP views its role as offering space and support for the partners to build their own capacity (as opposed to imparting knowledge and skills directly) alternatives to training become apparent for the more advanced organizations. For example, a grant agreement may contain funding support for a partner to pursue a relevant skill or ability (e.g., an advanced course, web design, etc.) independently and yet still be accountable for the outcome through the grant. While not completely replacing the trainings, employing a variety of strategies could both ease staff workload and increase ownership and effectiveness of efforts within the sub-grantee organizations. Lastly, these strategies have the potential of developing the critical qualities of cooperation and interdependence among competing CSOs, thus strengthening the sector as a whole.

## **GENDER**

According to KCSSP staff, senior management has communicated the importance of gender mainstreaming since the beginning of the project. In addition, the new USG's Administration's highlighted focus on gender elevated the importance of gender and the work that KCSSP had already begun. In response, KCSSP hired local staff with practical gender experience and knowledge of how to ensure women and men participate not only in workshops but also in leadership roles.

The KCSSP generally scored high in terms of gender mainstreaming in the program. Gender issues have been effectively addressed as NGO staff are gender balanced in both technical and decision making roles. Through their selection of sub-grantees and their discussions and negotiations, KCSSP generally succeeded in ensuring both men and women participate in training activities and promoted the idea of increasing women's leadership and decision-making. There is a good gender balance among workshop participants and several women's empowerment activities (FIDA, etc.). PACT component leaders encouraged sub-grantees during the procurement process to include a fair balance of men and women in their workshops and

organizations. Gender balance in leadership and technical roles was also assessed and discussed in the internal governance workshop for each organization.

The majority of organizations that were interviewed have a gender mainstreaming policy and there was a clear understanding of the need to ensure that women, who are often marginalized, are represented in all activities. Interviews with individual KCSSP sub-grantees, however, demonstrated that there was an overemphasis on quantitative representation of women, thus reducing gender mainstreaming to numerical balance of both genders in various activities. Effective gender representation, however, is not necessarily about numerical balance. Indeed, gender inequality often manifests itself in many situations where women quantitatively participate without qualitative participation. For example, women quantitatively participate in Church since they comprise over 70% of the people who go to church but they do not hold leadership positions in the Church and other positions of decision-making.

In some cultural contexts women may not be allowed to do certain tasks just like men are not allowed to do others. Combining women with men in certain situations in the name of gender balance could lead to a situation where a community only cosmetically responds to gender issues. It is critical that the cultural contexts within which CBOs operate are thoroughly understood for effective gender mainstreaming.

Another issue that emerged concerning gender issues is that some CSOs used the term gender synonymously with women, so that gender empowerment is exclusively used to refer to women empowerment. (It is important to note that other investigators found the opposite to be true.) For example, no sub-grantee seems to appreciate the gender issue regarding the vulnerability of *male* youths to be manipulated by political leaders to engage in violence. Further, on many occasions, gender empowerment is understood as competition between men and women. Yet, gender mainstreaming is not about competition about identifying issues that affect both genders thus ensuring justice for both genders.

## **PROGRAM MANAGEMENT**

Both the evaluation team and the respondents to the dTS online survey consider the KCSSP to be professionally managed. Survey respondents strongly supported this view (52% strongly agreed with the statement; 42% agreed), as well as statements about its effectiveness (49% agreed, 44% strongly agreed). The evaluation team found the staff to be hard-working, dedicated, and consistently striving to do their work better. They are conscientious in their programmatic responsibility. The systems and procedures they have developed by which to manage the project are generally sound, noting the areas for further improvement identified in this report, particularly in the areas of grants management.

## **INTERNAL MANAGEMENT AND STAFFING**

The 24 KCSSP staff is organized by the three technical component areas of D&G, NRM and CM, and two additional units overseeing the cross-cutting functions of grants, namely OD and communications. (See Appendix G for the KCSSP organizational chart.) The five positions considered key personnel under the cooperative agreement are the Chief of Party, D&G Program Manager, NRM program Manager, OD Program Manager, and Grants Manager. The Chief of Party (CoP) and Deputy Chief of Party (DCoP) are employees of Pact, Inc. All others are staff of Pact, Kenya. Therefore, the program's senior management has programmatic supervision of staff without direct supervisory oversight. Similarly, staff is under the administrative and financial authority of Pact, Kenya.

KCSSP seems to be adequately staffed and to work effectively across other component areas. (See staff chart in Appendix G.) Sub-grantees had excellent feedback in the areas of capacity building and communication. Each organization expressed that staff was highly responsive, and provided on-call technical assistance in the areas of advocacy and organizational development (OD). KCSSP staff not only communicated by phone and email but visited sub-grantees on at least a quarterly basis and was available as needed to provide assistance in the field. Eighty-three percent said that their contact with KCSSP staff was about right. They also noted that staff is stretched thin. A reassessment is needed on where and how staff devote their time. There may be ways to reprioritize some activities to maximize efficiency, particularly with regards to monitoring and grants management.

“We get the sense that KCSSP staff is overstretched and even overworked.”

“Some [departments] like OD seem to be understaffed, yet this is a core function. Some [departments] like peace building are stretched due to the diversity in the location of sub-grantees across the country.”

- Two Anonymous Online Survey Comments

KCSSP makes significant effort to work collaboratively and effectively across the three disparate component areas. The project is structured to make grants and give capacity building support to organizations in the three component areas. Therefore, the trainings, OD mentoring and grant support are all integrated across the three areas. Additionally, staff dedicate several days every quarter to hold portfolio review meetings where all staff review the progress and challenges of the program across the three areas. This facilitates the harmonization of efforts and sharing of insights and best practices.

Concerted effort is made to coordinate KCSSP implementation with two other programs funded by USAID’s URAIA program, Peace II and OTI. Monthly meetings are held to share lessons and identify possible overlaps and gaps in programming. For example, URAIA and KCSSP have different but complementary objectives but often support the same organizations. Therefore, the two meet monthly for coordination and information sharing on issues such as how to approach the constitutional review process. KCSSP and URAIA also co-chair the Civil Society Media Support Group (CSMSG), comprised of apex organizations that provide support to the two sectors. The CSMSG jointly planned and coordinated the National Civil Society Conference held in May 2010. As a side benefit, Pact/Kenya has supported URAIA’s strategic planning process since 2009 by facilitating forums and meetings for stakeholders in the process to ensure that the process is owned at the national level, including the government.

Pact’s Peace II engagement takes place on Kenya’s northern border with Somalia where nomadic and pastoralist populations move across porous national borders. While the conflict and conflict management strategies are quite different, synergy often takes place. When an outbreak of violence occurs, Peace II will take the lead with KCSSP following up as appropriate. There have been examples of lessons sharing (e.g. trauma healing) and referrals made to fund a partner or answer questions concerning prospective grantees.

KCSSP also coordinates closely with USAID’s OTI. Since early 2008, KCSSP has held monthly meetings with DAI, which were attended by USAID and OTI. KCSSP also receives referrals or questions about prospective grantees DAI/OTI are considering. KCSSP contributes grants information into the DAI database, used to produce GIS maps which depict the respective program activities. These maps were used by KCSSP to focus conflict programming on South Rift, Northern Kenya and Coast where DAI was not working. OTI has also represented USAID on technical review panels for KCSSP sub-grants.

There is also a need to sharpen the strategic communication and reporting functions with USAID and USG concerning the success of Kenyan partners. Many stories are worthy of being captured and documented as success stories for external audiences. Unfortunately, much of the reporting focuses on activities or management results (e.g., grants awarded, trainings held) rather than evidence of programmatic progress. This same skill for strategic communication is also needed among KCSSP sub-grantees as they communicate with not only their donors but more importantly their Kenyan constituents. It would therefore be valuable for KCSSP to consider a skills building effort for itself and partners to sharpen its communication strategy to more effectively use information internally and externally.

## **MONITORING, EVALUATION, RESEARCH, AND LEARNING SYSTEMS**

KCSSP's monitoring system is adequate, if unwieldy, placing a heavy burden on the project staff and partners for data collection and analysis. Considerable effort is put into maintaining the project monitoring plan (PMP) and analyzing its results. A review of the plan reveals that the project is generally on track to meet its targets.

Throughout the four years of program implementation, the PMP has gone through frequent revision in either the indicators monitored or how they have been reported. This decreases the project's ability to analyze program data as a program management tool. The project monitoring plan (PMP) currently contains 43 indicators (20 related to USAID's F Process) and has used as many as 60 indicators in the past. This may be too many to manage effectively. Indicators include a variety of process indicators (e.g., number of people attending events), results (e.g., percentage of sub-grantees with resource mobilization strategies) and impact (e.g., number of hectares under conservation). Without clear distinction of the different levels each represent, the usefulness of the indicators to show project progress at different stages is diminished.

Available tools and mechanisms for capturing data and measuring progress focused strongly on quantitative indicators. There is a general feeling that numbers and figures do not fully convey the full message and picture of the impact made in conflict management and peacebuilding interventions, for example. Interviewees at all levels (grantees, staff and USAID) were not quite sure that the number of people attending meetings or number of grants awarded was a true indication of success.

On the other extreme, NRM indicators weigh heavily toward ultimate impact with relatively fewer monitoring the capacity of the partners to establish these practices and effectively continue the work. Ongoing monitoring of changes during project implementation does not really capture any change that can be attributed to the project. In many instances, the sub-grantees may be able to report authoritatively that a certain threat has been removed which would indirectly lead to a positive change in the biophysical environment, but this change does not manifest itself immediately. Activities that are geared towards improvement of the ecologically significant area and/or other NRM areas such as hectares of land reforested or being afforested could also be reported much more easily and regularly. The monthly/quarterly reporting intervals on these indicators may also not be the most appropriate since they may not reveal significant change.

An analysis of the KCSSP indicator protocols for each of the four indicators on hectares of land under improved NRM and/or under improved biophysical conditions shows that some of the tools proposed for collecting this data include field surveys, GIS mapping, aerial photography, and satellite imagery. The resources for doing this in terms of technical and financial capacity may also be a limiting factor, again *vis à vis*

minimal investment/short term nature of the grants. This is more so when one is operating within a landscape which may be vast. While it is important to collect information on the indicators, for purposes of assessing if the objectives of the grant were being met, it seems that this monitoring of the improved biophysical changes may well be outside the scope of what the sub-grantees are doing. A more serious assessment of actual changes that have occurred in an area as a result of the grant could be done through studies that are commissioned for that purpose after two or three years depending on the life of the project.

The drive for staff to meet the input and impact monitoring targets can skew the real intention of the capacity building project. The evaluation team heard about one case where the project had 'stolen' an organization's partners (from the interviewee's perspective) and given grants directly to the community-based enterprise, circumventing the relationship that had taken years to establish and would extend far beyond the donor funding horizon. Yet this was a more direct way to influence the reporting data for the project.

A PMP can take on a life of its own, and KCSSP may be focused on perfecting theirs to monitor so many details that they are not able to use it as effectively to assess macro trends. Sub-grantees are asked to report a significant amount of information monthly, such as their activities for the coming month (so the staff can plan their site visits to coincide with important events). Sophisticated tools are being developed by the staff (e.g., advocacy progression index and conflict mitigation index) that reveal very little about the quality of the results or the change in capacity of partners. On the other hand, the capabilities of a well-established tool, such as the OCA, which shows change in organizational capacity, are not being fully harnessed. These issues are particular challenges with the grant durations of 1-2 years, since the addition of new sub-grantees will continually obfuscate results.

Therefore, there is a need to refine and simplify M&E tools in order for KCSSP to measure what really matters. For example, in NRM, sub-grantees can collect data using simpler indicators such as % decline in poaching incidents; decline in number of snares reported where this is prevalent as a threat or decline in the number of loggers within a particular block or hectares afforested/reforested, that are easy and more straightforward to measure. Staff may collect information on changes in OCA scores, % of sub-grantees meeting their program targets, and even the % of financial reports submitted meeting program standards and reflecting program training. By disaggregating data by length of time of the partnership, the project could begin to see changes in capacity by examining the information they already have in new ways. These indicators would indirectly reflect changes that are likely to occur in the long term if progress is maintained over time.

## **SUSTAINABILITY**

The success of a development project can be largely determined by its sustainability after the grant period has ended. The evaluation team explored sustainability issues and whether the impact of KCSSP is likely to continue beyond 2012, the end of the grant period. There are, however, major challenges within Kenya civil society in terms of long term efforts to advocate for reforms and monitor implementation of democratic reforms:

### **CHALLENGES TO SUSTAINABILITY**

Civil society in Kenya emerged in the early 1990s as an intellectual movement for people to make a positive impact outside of the government structures. Since that time it has changed and professionalized, leading to

an increase in skills and career opportunities for people within it. This has simultaneously introduced job market demands and diminished the emphasis on ideals and principles, thus thinning the line thin between CSO employment and the labor market, particularly with government jobs. These trends can be seen throughout the various political phases in Kenya, as the two factors most negatively affecting the effectiveness of civil society have been : i) CS leaders joining politics, and, ii) heavy turnover of staff.

As a result, the following are the major challenges to KCSSP achievements:

1. Many CSOs operate to serve the interests of their communities but lack skills and mechanisms for demonstrating transparency and accountability to their communities.
2. The first generation of CS leaders migrated to government and others were absorbed into international NGOs. In the absence of mentoring and planning for transition, high turnover of CS leaders is a major challenge.
3. There is a need for more reflection and critical thinking. While knowledge has significantly migrated from universities to CS so that CSOs are led by intellectuals, many of these intellectuals do not utilize evidence-based research to support advocacy for democratic reform.
4. Kenya CS is fragmented and does not have a shared vision. Many CSOs are competitive with one another, and protect their own “turf”.
5. CSOs need to look beyond international donors and seek local donors. Except for a few KCSSP sub-grantees in the component of natural resource management who seek cooperation with the private sector, many sub-grantees rely on international donors. In 2002 when donors shifted from funding CS to funding government, CS became underfunded and too weak to play the role of watchdog effectively. Therefore, there is need to change strategy so that the private sector becomes a major stakeholder in CS work.

## **POTENTIAL FOR SUSTAINABILITY**

Nevertheless, in spite of these challenges, KCSSP has potential for sustainability. The results of the evaluation team’s investigation were largely positive. There are numerous results that are likely to continue long after the program ends.

1. **Passed legislation.** Several policies and legislation frameworks that may directly or indirectly be attributed to the KCSSP will continue to make an impact beyond 2012. For example, the successful referendum for the revised Constitution in August 2010 was significantly influenced by the work of specific sub-grantees of the KCSSP. More specifically, the National Land Reform policy and the inclusion of the chapter on land in the Constitution, the Forest Act, the Political Parties Bill, and constitutional provisions for women’s rights and youth participation in governance were strongly influenced by KCSSP sub-grantees. These reforms, combined with a focus on implementation and dissemination of newly revised laws, mean that KCSSP may continue to have an impact well after the end of the program life.
2. **CSO capacity.** The KCSSP strategy of building the capacity of CSOs has been very effective. There exist presently stronger CSOs with systems, structures and skills in advocacy, conflict management, and NRM. Many CSOs indicated that they continue their efforts without KCSSP support because KCSSP has

enhanced their capacity to mobilize resources, manage their project effectively, and network with other organizations. Strengthening CSOs capacity is a major achievement of KCSSP and may result in project sustainability. Many of the KCSSP sub-grantees interviewed have diversified their donor support; in other words, they have funding from more than one donor. This might translate into longer term impact for sub-grantees beyond the KCSSP grant.

3. **Coalitions.** Some successful networks and coalitions especially among KCSSP sub-grantees have been established. For example, AYT became a member of the Parliamentary Initiatives Network (PIN) and there is recognition of AYT as the prime informant on youth issues within this important network. Encouraging the establishment of issue-based networks among KCSSP sub-grantees may result in more sustainable efforts.
4. **Community peacebuilding structures.** Community structures and practices for managing conflict will remain in place after the KCSSP. For example, the existence and the use of church structures, from small Christian communities at the grassroots level, to church congregations in the urban areas, has been highly effective in managing conflict. Another example are the Mediation Tents established by Peace-Net, which during the crisis period have evolved into an institution of their own. People with differences are now simply asked to “go sort it out in the tent”. These are good examples of sustainability related to conflict management at the community level.
5. **Nature-based enterprises.** Stronger nature-based enterprises have been established under KCSSP. As with all business enterprises, some of these may fail but some of them may succeed and grow into larger enterprises that might sustain themselves after KCSSP.

# 5. LESSONS LEARNED

From the evaluation exercise, the following lessons learned emerged:

1. **Long-term funding.** Projects related to changing processes and behaviors, especially in the areas of D&G and conflict, take time to manifest results. For example, the success of the integration of land policy and land reforms in the Constitution began long before 2006. It is critical now, however, to ensure that the chapter on land is effectively interpreted and implemented or else the efforts to advocate for the reform are unlikely to bear fruit. Therefore, donor funding can best support these processes through longer-term funding and/or by supporting a discrete component of a long-term plan, rather than expecting large-scale results for their short-term funding.
2. **Issue-based coalitions.** Civil society leaders have an interest in working in coalitions along issues and themes but this arrangement should not be coerced. The term ‘coalition’ has a negative connotation in Kenya currently, given the dysfunction of prominent political coalitions. Some competition and fragmentation among CSOs is natural, especially given the political context and the scarcity of donor resources. Encouraging the natural development of issue-based coalitions, instead of those driven by the availability of funding can build stronger credibility and make the case for greater impact among civil society leaders.
3. **Constituent engagement.** Grassroots mobilization is critical for success of CSO interventions. This is how they gain and maintain credibility with the sector they represent. Those sub-grantees who actively engaged in broad community dialogue and solicited support when seeking specific reforms have performed better and had greater impact than those who operate independent of the communities which they represent. The former resulted in a higher degree of success because of the mass constituent ownership of the issue that could not be ignored by leaders and policy makers.
4. **Monitoring and evaluation.** While quantitative analysis of the success and impact of community-based projects is appreciated as an objective and empirical method of assessment, there is need to go beyond numbers to monitor, capture, evaluate, report and record successes and impact. There are ways to capture the impact of workshops and community dialogues in qualitative ways. KCSSP partners are finding ways to do so by records made by certain project officers in reporting the proceedings of the peace dialogues. Reading through the reports, one can see some progression in the relationships between various participants in the dialogue sessions.
5. **Analysis and theory.** There is a need for integrated analysis and evidence based research to support advocacy efforts. For civil society to be effective, it must engage in evidence-based research for advocacy rather than on perceived issues and beliefs. It was clear from the evaluation exercise that for a complex situation like the one in Kenya, lack of evidence-based research that supports advocacy could lead to ineffectiveness. For example, when civil society addresses violence in Kenya, tribalism is instantly identified as the major instigator of conflict in Kenya. There are, however, historical injustices that should be considered. For example, the distribution of land or resources might be major root causes. This calls for an integrated analysis of issues.

6. **Role of women and minorities.** Targeting critical, traditionally marginalized populations of the society such as youth, women, elders, and clergy, politicians and business leaders is paramount for the success of peacebuilding/conflict management projects. Each of these populations contributes in a unique way to the perpetuation or cessation of violence.

# 6. CONCLUSIONS AND RECOMMENDATIONS

The recommendations in this section are based on the findings and lessons learned in the mid-term evaluation. The recommendations below are broken into two different categories. The first section provides practical recommendations to KCSSP for its final 18 months of implementation. The second section proposes options to USAID for how it might best incorporate program benefits into future civil society programming in Kenya once KCSSP has ended.

## RECOMMENDATIONS FOR KCSSP

### ***Recommendation #1: Resolve grant bottlenecks***

Immediate steps should be taken by KCSSP, USAID and Pact/HQ to bring the grant approval process down to two weeks in duration. Furthermore, agreement should be reached to enable quarterly disbursement of funds. This will not only generate a large amount of goodwill among sub-grantees but also enable them to focus more time and effort on implementation of their grant.

### ***Recommendation #2: Simplify and clarify the PMP***

Because continuous change to the PMP has absorbed effort from KCSSP staff, the evaluation team is hesitant to recommend further modifications. However, a reexamination is in order to simplify the framework and reduce the number of indicators reported. Clarify the hierarchy among the PMP indicators (e.g., process, outcome and impact levels) so that staff and partners understand what the information tells them. For example, the number of people attending meetings is a useful indication of process effectiveness, but does not reflect ultimate impact. Similarly, a targeted number of protected hectares is a long-term indication of impact, needing to be accompanied by a few thoughtful result indicators that hypothetically support their sustainable conservation. Staff should refrain from developing complex monitoring tools that require additional effort to administer, but might be able to better use information already available, such as OCA results. Given the prominence of the OCA and grants management within Pact, Inc., there are undoubtedly best practices to draw upon for best use of OCA in monitoring.

### ***Recommendation #3: Make stronger linkages between the three technical component areas***

While the three component areas are currently very divergent in focus and approach, there are opportunities to make the logical connections between them stronger at the level of outcomes. For example, both conserving and reaping economic benefit from the nation's natural resources are civic issues and are part of the policy frameworks being reformed nationally. Awareness-raising and engagement in these issues can be incorporated into work with community groups focused on NBEs. Engaging conflicting communities in formulating potential legal solutions to land disputes begins the deeper work of peacebuilding, as people have increased awareness of their rights and the rights of others. This builds civil awareness and democratic values while beginning to tackle difficult issues concerning land peacefully.

***Recommendation #4: Keep focus of grants on the implementation of newly revised laws and policies, emphasizing the vertical and horizontal integration of changes at the national level and district levels***

Given the current socio-political and economic context, KCSSP should continue to provide grants to organizations that communicate the contents of the Constitution and other newly revised laws to government and KCSSP beneficiaries. Importantly, KCSSP should support organizations that have the political gravitas and networks with government to monitor government implementation of the newly revised laws and policies. Rather than choosing whether the focus should be on national or district level sub-grantees, retain engagement of both but strengthen the focus on linking and integrating the two. For civil society and good governance to be enhanced in Kenya, both are important and each is incomplete without the other. There are several sub-grantees doing good work in connecting national level legislation with local processes and networks that translate into constituent benefits. Highlight the work and success of these organizations to articulate best practices and model the approach for others. KCSSP might also explore ways to enable its national partners to replicate the OCA and OD trainings that are considered useful to reach CSOs at the district level. An important element to this recommendation is to select sub-grantees that have robust communication and outreach campaigns in order to reach beneficiaries at the national and community levels.

***Recommendation #5: Focus on consolidation of ongoing NBEs so that they are left in a solid position to continue***

While the NBEs have shown the potential to generate incomes, a lot more needs to be done to achieve the goal of providing alternative and sustainable livelihoods. This can be achieved by scaling up some of the activities such as beekeeping, where more hives are given as a startup. An integrated approach to planning and management should also be adopted in each of the areas where such activities are being undertaken. Identify and utilize models that have proven effective over a long-term horizon, say about 10 years, as opposed to introducing new models with each new program. This would allow for consolidation of the gains made as well as devising larger-scale enterprises that may need more time and money to get going.

***Recommendation #6: Build the capacity CSOs to begin the deeper work of peacebuilding in Kenya.***

Now that the crisis environment has passed, this sub-component needs refocusing to address a fragile environment brought about by deep-seated issues of poverty, unemployment, competition over inadequate resources, past and present injustices, traumas, and cultural mistrust. Enhancing sub-grantees' technical knowledge and skills in peacebuilding beyond conflict management would help them play an effective role in laying a firm foundation for peace and stability. Ideally, each sub-grantee could receive a training-of-trainers to prepare them to develop skills and impart new knowledge at the grassroots level.

***Recommendation #7: Facilitate greater networking and interaction among sub-grantees to encourage issue-based alliances***

As a way to expand its approach to capacity building, KCSSP should find opportunities for partner cross-training and mentoring so that they can learn from one another. Also hold joint planning and strategy meetings among partners working on similar issues to encourage the formation of issue-based networks and alliances, which is key to promoting sectoral coherence and sustainability. KCSSP should continue to organize thematic events and opportunities for KCSSP sub-grantees to discuss strategic issues and develop action

plans to address issues sub-grantees find important. This may mean a restructuring of the Directors' Forum, but might be widened to include other professionals. Pact's successful Communities of Practice methodology, which has been successfully applied in Africa and elsewhere could be an effective way to facilitate more peer interaction on issues of common interest. KCSSP could explore assigning a staff coach or mentor for networks and alliances that could work with the identified networks and provide technical support and management of the network. Pact's Organizational Network Analysis methodology, recently introduced in Kenya, would be a useful mechanism for engaging partners in mapping their connections and strengthening their networking.

***Recommendation #8: Strengthen the capacity of KCSSP sub-grantees and their beneficiaries in the areas of evidence-based research for policy implementation and monitoring***

KCSSP should consider hiring an individual or organization to provide technical assistance to KCSSP sub-grantees in the area of evidence-based research in order to strengthen their capabilities of monitoring and reporting on the implementation of newly revised laws and policies. Several KCSSP sub-grantees are interested in deepening their research skills in order to improve their credibility when monitoring the government's implementation of policies and laws. In addition, many KCSSP sub-grantees would like to better understand the implications of decentralization and devolution. KCSSP could consider using the evidence-based research workshop to explore and communicate implications of decentralization and devolution.

***Recommendation #9: Develop communication strategies to increase reporting on success stories and achievements of KCSSP for USAID and beneficiaries***

KCSSP should strengthen its communication strategies and assist partners with the same as an important way to strengthen credibility with key constituents. New or existing staff with journalism skills should focus on reporting successes and achievements of the KCSSP (beyond activities and level of effort). Communication strategies would focus more on the qualitative side of reporting in language that is easily understood by diverse audiences. There would be two main target audiences for communication outreach: 1) USAID and USG officials; and 2) KCSSP partners and beneficiaries. Depending on resource levels, KCSSP could explore developing official USAID success stories and other documents that could be disseminated on USAID websites and among USG officials, using video, radio, reports, and events. Good communication will also help partners demonstrate transparency and accountability for the role and resources with which they have been entrusted, thus building credibility and relevance with their constituents.

***Recommendation #10: Hold an event to collect and discuss replication of lessons learned and best practices of the KCSSP***

It would be helpful for PACT/Kenya, USAID, and the KCSSP sub-grantees to have a lessons learned and best practices report so that future programs can learn from the challenges and success of KCSSP. Several KCSSP sub-grantees informed the evaluation team that they would like to participate in a final lessons learned and best practices event where sub-grantees can present the highs and lows of the projects and discuss ways to replicate lessons learned and successes in the future. This would also be an opportunity for KCSSP sub-grantees to network. Based on past experience, the best time to hold this type of lessons learned/best practice workshop is 8-9 months before the end of the program.

## **RECOMMENDATIONS FOR USAID**

As USAID formulates its assistance to Kenya civil society beyond KCSSP, it may wish to consider the following:

***Recommendation #11: Consider building on the successes in the areas of CSO OD strengthening, advocacy and monitoring and bringing this experience to the district level***

As mentioned above, the OD and technical training and mentoring aimed to strengthen the long-term viability of CSOs were cited as the most helpful to individual CSOs. There is also an ongoing need for donor support to build the capacity of emerging CSOs in Kenya. Given upcoming decentralization and devolution of government, USAID should consider building on these successes and replicating this program for CSOs at the district level. Furthermore, investing in regional and community structures with legal standing (e.g., CSOs, CFAs, Water Resource Users Associations, and peace committees) has enormous potential for improving biodiversity conservation in ecologically important areas and engaging citizens to monitor government and demand transparency and accountability due to their permanent presence in the designated areas. They usually undertake activities as an add-on to previous efforts, rather than leaving the community once the funding ends.

***Recommendation #12: Explore using longer-term grants for future CS strengthening programs***

If USAID decides to continue to utilize grants to support CS in Kenya, consider using larger-sized grants for a longer duration. Since the work of changing behaviors and processes is a long-term, rather than a quickly achievable result, projects in the D&G, Conflict, and NRM areas require more time to reach completion. Additionally, help sub-grantees think through the components and milestones of their long-term work to break it down into discrete projects and complementary activities with which to approach donors.

***Recommendation #13: Separate D&G, Conflict, and NRM programs so that USAID-funded programs can be more focused***

While an integrated approach may reduce management interests and provide more funding for the civil society strengthening programs, USAID may want to consider separating these programs, in order to better focus initiatives on issue-based results. Alternatively, ensure that the components are truly integrated in approach and outcomes, resisting the temptation to see such projects as an opportunity to pool CSO funding mechanisms. This would result in programs that are more easily managed and communicated, and that have a more simplified M&E system with fewer indicators.

***Recommendation #14: Focus civil society programming on decentralization and devolution***

The current emphasis on decentralization and devolution is an opportunity for bringing democracy and governance issues to citizens so that they can understand local government's roles and responsibilities more clearly. A focus on all three component areas as regional issues and democratic processes helps citizens understand the mechanisms for demanding transparency, accountability and responsiveness from their government. Working at this level also enables donors to strengthen the constructive interaction between the sectors of society (government, private sector, civil society) rather than strengthening them each as independent entities. (Building the capacity of the three to work together is as important as ensuring a 'level playing field' among the three.) Useful methodologies for this type of interaction include citizen score cards.

Pact has its own approach to this work, the Good Governance Barometer, which has emerged from its field offices in Africa and might be a valuable approach in Kenya.

***Recommendation #15: Use an integrated approach in the planning of NRM-based activities identified as community income generation and conservation and management of natural/ecological resources***

The integrated planning and management should be spearheaded by the organization acting as the Landscape Manager, working in partnerships and collaboratively with the other stakeholders and custodians of the resources. The Landscape Manager should have responsibility for overseeing implementation of the grants, especially those aspects that touch on NRM/biodiversity being implemented by the smaller organizations.

***Recommendation #16: Re-assess the Conflict Management/Peacebuilding conceptual framework to make it proactive, long-term and responsive to the new dynamics and fragile environment underpinned by deep-seated historical and structural causes of conflicts***

Conceptually, a sound and sustainable peacebuilding approach for deeply divided societies addresses four broad objectives: 1) reduction of violence, 2) relationship rebuilding, 3) structural reforms and 4) capacity building. Now that the crisis environment has passed, reassess the conceptual design of assistance to create a proactive, long-term approach, which is adaptable to ever changing dynamics and focused on addressing the deep-rooted causes of conflict and violence that originated the crisis situation. Revisit the National Peacebuilding Policy and Bill draft to bring both into conformity with the new Constitution and advocate for their adoption and enactment at the earliest possible opportunity.

## Recommendations from the Online Survey and Validation Meeting

### Overall

- So far all has been running well and KCSSP has been working hard to see to it that it remains focused.
- Keep up the good work

### Types of CSOs Supported

- There is need to focus their programmes to emerging CSOs instead of concentrating on well established CSOs who have both technical staff and capacity to mobilise resources in order to increase the voice of the marginalized communities.
- KCSSP ought to be more pro-active to developing young CSOs rather than work with established CSO which do not require capacity building as such. It seems to me that KCSSP is at conflict with two issues to produce results or impact on one hand and to strengthen and build organizations on the other. Like other agencies in a market driven economy KCSSP could be inclined to working with established CSOs where results can be easily achieved than young CSOs than need capacity building before they produce results. May be there is need to redefine its focus.
- Not try to be all things to all people. If a priority is advocacy and policy change at the national level, the program should not be viewed as a funding mechanism for CBOs. If it is to be a mechanism for bringing CBOs into national level policy engagement, then policy change should not be an expected result.
- Retain engagement both the national and regional level but ensure linkage between the two levels

### Grants

- The grant period and amount should be increased to allow grantees implement activities in time and to monitor and evaluate projects. This will reduce the no-cost and cost extension requests to KCSSP.
- Duration funding negotiation stage could be reduced.
- If a grant proposal is accepted, then it should be followed as it is written. Pact Kenya has disregarded some of the important contents within our proposal and have done what they want.
- Financial reporting should be quarterly as monthly reporting is time consuming
- Disbursing funds timely and in sustainable manner. Micro-managing of organization is detrimental to progress so capacity building is fine, but there must be a level of leveraging for results.
- Proper closeout programs with grantees should be improved to better monitor the long-term impact of respective programs as per the set indicators.
- Harmonize the number of grants an individual staff is managing/supporting to ensure more close engagement with the grantees. Currently, the ratio is very high...1 staff supporting more than 27 orgs.
- Cut out PACT HQ in the grant approval process (why is there a COP if everything is vetted and approved by HQ?)
- USAID is too involved in the small aspects of program delivery and this causes unnecessary delays in grant making. The approval process is particularly frustrating. Interaction on a monthly basis that gives opportunity to discuss performance, proposal quality and lesson learning should be enough.

### **Training and Capacity Building**

- Hold training on measuring qualitative data and contextual analysis
- Facilitated peer training and mentoring(study success to make success)
- Tailor made trainings should be designed for civil society organizations at the level where they are smaller civil society organizations are at times intimidated by larger civil society organization.
- Ensure targeted and specific training programs by making the choosing of trainings consultative with the trainees. This will ensure that the most adequate and needed programs for a specific period of time.
- Consolidate the trainings/meetings and reduce frequency to allow grantees time to implement the project
- Clarify the capacity building objectives to grantees right from the beginning of the contract
- Include comprehensive organisational strategy planning to assist organisations plan effectively for their future. This can be fused with some leadership and management capacity building

### **Sharing Lessons and Skills**

- Partner mapping thematic & geographically
- Deliberate linkages across the components at design implementation level.
- Joint planning which includes civil society organization that work on similar issues. The beneficiaries must be included.
- More concerted effort towards building collaborative efforts so that the provisions for collaborations do not exist merely in theory but there are practical actions being taken
- Hold quarterly directors forums-by based on thematic areas; rename the forum so that specific implementers are involved.
- Hold fora where grantees in the various themes get together to share experiences and best practice, lessons learned, and ask each other questions.
- KCSSP should consider sponsoring exchange visits among the grantees operating in the various sub-sets of funding; Provide/create opportunities for cross partners mentoring;
- More informal contact and interaction in addition to the formal trainings and other events. The duration for negotiating grants should be reduced to a minimum of 3 months from the issuance of the RfA or other procurement instrument.

### **Staff**

- Increased understanding of the local realities of the areas where their programmes are being implemented.
- Better understanding / respect for grantees' governance structures, policies and accountability mechanisms.
- Balance the number of grantees with available staff for more effective delivery of capacity building
- More mentoring with grantees. This is a challenge given the ratio of grantees per staff member is high.
- More contact and close mentoring to nascent partners; reduce working with intermediaries and increase working as close as possible with end beneficiaries;
- Ensure that there are enough staff to meet the grantees expectations as well as to improve quality of services and meet program objectives

### **Future programming**

- Conduct post-project evaluation
- Next phase may focus more on community empowerment to engage government.
- Find mechanisms from enhancing support to the relevant government department to encourage government interaction.
- Retain focus on organizational development
- This program must be expanded and qualifying projects funded for a minimum of three years. Kenya has opened a new page in its governance space with the promulgation of a new constitution. The Constitution is a document that need long term programming for every facet of the citizenry to understand particularly the Bill of Rights and other reforms related to Land, Devolution and Resource allocations

# APPENDICES

## APPENDIX A: KEY EVALUATION QUESTIONS

### *Program Logic*

1. Is the project logic still relevant in light of the shifting socio-political and economic context?
2. Are the expected results still applicable in each of the component areas of DG, conflict, and NRM?

### *Program Impact*

3. What (if any) has been the substantive impact in the three program areas attributable to the project?
4. How (if at all) are targeted CSOs better able to effectively advocate for reforms, monitor government activities and provide critical services to their constituents?
5. How (if at all) are CSOs, CBOs, local peace structures and the GoK better able to reduce incidences of violent conflict in target areas and ultimately advance peace in Kenya?

### *Technical Effectiveness*

6. What is the effectiveness of the three technical sub-components in meeting results?
7. Will activities achieve the programs' expected goals and results?
8. What factors have contributed to or mitigated against KCSSP performance?
9. What is the effectiveness of prime and sub-grantees and their contributions in meeting program objectives?
10. Have gender issues been adequately addressed and mainstreamed?
11. How effective are the trainings and activities being implemented?
12. Do beneficiaries see KCSSP activities as effective?

### *Project Management*

13. Is the current program designed and staffed to work collaboratively and effectively across all component areas?
14. Are the monitoring, evaluation and reporting systems adequate (especially protocols for collecting and utilizing data on custom and standard indicators)?
15. Are there programmatic or organizational gaps that hinder the achievement of results?
16. Is information being effectively captured and used internally and externally?
17. How effective is the KCSSP structure in engaging civil society, government, donors and stakeholders?

### *Sustainability*

18. What are the sustainable elements to the KCSSP that will remain after project completion?
19. How can program activities be enhanced to increase the likelihood of CSO long-term sustainability?

20. What is the most appropriate program exit strategy that will embed benefits into local organizations?

*Lessons Learned*

21. What are the lessons learned from project design, implementation and monitoring?

22. What could KCSSP be doing better to ensure results are achieved and sustained?

23. Are successes being effectively shared internally and externally?

24. What are the successes of the program that deserve replication or more funding?

## APPENDIX B: EVALUATION SCHEDULE

<b>Tuesday, November 2</b>	<i>Arrival of team in Nairobi</i>
<b>Wednesday, November 3</b>	
Morning	USAID Democracy and Governance Office
<b>Thursday, November 4</b>	
Morning	KCSSP staff
Afternoon	FORD Foundation
<b>Friday, November 5</b>	
Afternoon	Director of Wildlife (Ministry of Forestry and Wildlife (Consulted) Mutahi Ngunyi
<b>Saturday, November 6</b>	
Morning	Ghetto Films Trust African Wildlife Foundation (consulted)
<b>Monday, November 8</b>	
Morning	Federations of Women Lawyers
Afternoon	Nature Kenya Socio-Economics Rights Foundation
<b>Tuesday, November 9</b>	
Afternoon	Kenya Alliance for Residents Association
<b>Wednesday, November 10</b>	
Morning	Kijabe Environmental volunteers (KENVO) Longonot Adventures Company
Afternoon	Coast Interfaith Council of Clerics Nakuru Wildlife Conservancy
<b>Thursday, November 11</b>	
Morning	Kenya Land Alliance Muslims for Human Rights
Afternoon	Centre for Conflict Resolution Kenya Community Support Centre Mathina Castors and Croton Women's Group (Kabarú Forest user group)
<b>Friday, November 12</b>	
Morning	Ilishe Trust
Afternoon	Catholic Relief Services Coast Development Lobby Group Lake Elementaita Ecotourism Company

**Monday, November 15**

Morning

Africa Youth Trust

East African Wildlife Society and Kenya Forest Working Group (KFWG)

International Commission of Jurist- Kenya

Afternoon

Kituo Cha Sheria

Nakuru District Peace Committee

**Tuesday, November 16**

Morning

Federation for Women's Rights

Peace Net

KWS (Kiunga, Boni Dodori) landscape (telephone interview)

Afternoon

National Steering Committee

**Wednesday, November 17**

Afternoon

*Team Analysis Day*

Prof. Njuguna Ngethe

**Thursday, November 18**

9am – 1pm

Validation Meeting

**Friday, November 19**

8am

Presentation to USAID

**Wednesday, December 8**

Via telephone

Interview with OTI

**Monday, December 20**

Via email

Communication with URAIA Civic Education Program

## APPENDIX C: LIST OF PERSONS MET

### USAID

Catie Lott, Director, Office of Democracy and Governance  
Mark Wilson, Crisis Stabilization and Governance Officer  
Abraham Sing'orei, Conflict Management Specialist  
Charles Oluchina, NRM Specialist

### KCSSP

Steven Sharp, Chief of Party  
Linet Ochola, DCOP  
Jasper Morara, OD  
Henry Kuria, D&G  
Kennedy Okumu, M&E  
Christine Mbiti, OD  
Beverly Ongaro, D&G  
Sammy Keter  
Francis Ang'ila, D&G  
Geoffrey Kiprop-  
Francis Kahihu, OD  
Christopher Wakube, CM &PB  
Nick, D&G  
Sophia Mungai CM &PB  
Lilian Chebosi- Finance  
Roselyn Mungai-CM&PB  
Samuel Njakai-Grants Manager  
Godfrey Olewe- Rapid Response Unit Officer

### Africa Youth Trust

Stella Agara, Program Officer  
Joseph Kimani, Deputy Director

### African Wildlife Foundation

Fiesta Warinwa

### Catholic Justice and Peace Commission/ACK SPENR/SPINR, Eldoret

Joseph Chumba, Mobiliser  
Reuben Mutai, Mobiliser  
Mary Wachuka, Mobiliser  
Thomas Nyaga, MER

### Catholic Justice and Peace Commission – Kitale Diocese

Joseph Chumba, Mobiliser  
Reuben Mutai, Mobiliser  
Mary Wachuka, Mobiliser

### Catholic Relief Services

Joseph Riwongole, Justice and Peace Building Officer

### Centre for Conflict Resolution, Nakuru

Suzanne Chaguna, Communications Officer  
Mariana Anoya, Program Officer

### Coast Development Lobby Group

Mfaume Bakari, Executive Director  
Iddi Mambo, Board Chair  
Irene Randu, Vice Chair  
Morris Mae, *Treasurer*

### Coast Inter-Faith Council of Clerics (CICC)

Gloria Likhoyi, Program Officer  
Elizabeth Kalu, Field Officer

### East African Wildlife Society / Kenya Forest Working Group (KFWG)

Michael Gachanja

### Ford Foundation

Dr. Joyce Nyairo, Program Officer, Media and Civil Society

### Foundation for Women's Rights

Harrison Manga, Project Officer

### Ghetto Films Trust

Patrick Shomba  
Charles Kimani

### Help Self Help Center (HSHC)

Paul Maina, Director

### ILIMU SHERIA (ILISHE)

Michael Nyanje, Program Coordinator  
James Ngoli, Field Officer  
Athuman Mohammed, Field Officer

### International Commission of Jurist- Kenya

Chris Gitari, Program Officer  
Kegoro, Executive Director

**International Federations of Women Lawyers**

Janet Nyamu-M&E Officer  
Shiro Mogeni-Program Officer  
Anne Buluma –Program Officer  
Judith Okal-Snr .Advocacy Training

**Kenya Community Support Centre (KECOSCE)**

Phyllis Muema- Executive Director  
Ali Mondo, Projects Coordinator

**Kenya Alliance for Residents Association**

Stephen Mutoro-Chief Executive Director  
Henry Ochieng-Program Officer

**Kenya Land Alliance**

Odenda Lumumba, National Coordinator

**Kenya Wildlife Society (KWS) (Kiunga, Boni Dodori)**

Michael Gichure, (telephone interview)

**Kijabe Environmental Volunteers (KENVO)**

Julius Kimani

**Kituo Cha Sheria**

Mr. Kigen, Program Manager, Mombassa Office

**Lake Elementaita Ecotourism Company****Mathina Castors and Croton Women's Group (Kabarua Forest user group)Longonot Adventures Company**

Mr. Kahiga

**Ministry of Forestry and Wildlife**

Stephen Manegen, Director of Wildlife

**Muslims for Human Rights (MUHURI)**

Yussuf Lule, Program Coordinator  
Simon Kazungu, Deputy Program Officer  
Felix Lore, Program Officer, Haki Zetu Center  
Zainab Khalid, Project Officer, Muslim Center for Women and Children

**Nakuru Wildlife Conservancy**

Ambrose Njagi

**Nakuru District Peace Committee**

Dr. Solomon Wanguru- DPC Coordinator  
Linet Anindo- Divisional PC Member

Teresia Ngige- DPC, Member  
Rev. George Mwangi- Chair,Divisional PC  
Eliasif Magoma- Divisional PC,Member

**Prof. Njuguna Ngethe**, Professor, University of Nairobi

**Dr. Mutahi Ngunyi**, Civil Society Consultant and Political Analyst

**Peace Net**

Steve Kirini, Acting CEO  
Tabitha Kilaita- Program Officer  
Julius Togom- Finance Manager  
Ann Mbithe- Accountant

**National Steering Committee**

S.K Maina, National Coordinator

**Nature Kenya**

Paul Matiku, Director

**Office of Transition Initiatives (USAID/OTI)**

Galeeb Kachra, CTO

**Socio-Economics Rights Foundation**

Peter Kariuki-Executive Director

**Uraia Civic Education Program**

Masiga Asunza, Program Officer

# APPENDIX D: STAKEHOLDER INTERVIEW PROTOCOL

## Introduction

Evaluation objective: KCSSP's effectiveness, management, lessons learned, issues of sustainability and recommendations for the future.

### 1. *Program Impact*

- Please give a short presentation on the project you completed with KCSSP funding. What was accomplished? What is different because of your work? How do you know it is different? Can you give a specific example of the change you are describing?
- How has your ability to advocate for reforms, monitor government activities or provide critical services to your constituents changed? What were the reasons for or contributions for that change?
- What have been the events in Kenya since 2006 that have made the biggest impact on your program and vision?
- How has your organization changed its strategies and activities to reflect political events and changes in civil society?
- When did your organization begin working in the area of policy development and implementation? (If applicable) What did your organization do before KCSSP began supporting your organization in this area? Which policy areas do you work in?
- **M&E:** How do you define and reflect upon results under your project?
- How has KCSSP influence your program's impact related to policy development and implementation?

### 2. *Technical Effectiveness*

#### *a Component Area*

- How has KCSSP increased your capacity to advocate for government reforms, monitor government activity and provide services to your constituents? Could you provide examples?
- Who are your beneficiaries? How do you think they perceive your program? Could you provide an example and could we make a follow up visit or telephone call with some of your beneficiaries?
- **Coalitions:** Tell us about your relationship between your coalition partner(s)? How did those relationships develop? What have been the achievements? The challenges?

#### *b OD*

- What were the benefits your organization received from KCSSP? How are you now a stronger organization?
- In the past four years (since 2006), our capacity ...
  - ... for leadership and governance capacity is:

- ... to work within coalitions and speak with a shared voice is:
- ... for long-term viability as an organization is:
- ... to deliver quantity of services to our constituents is:
- ... to comprehensively plan for and implement the management of biodiversity and natural resources in an integrated fashion is:
- ... to do advocacy outreach on targeted NRM/biodiversity policies and legislation,
- ... to prevent and/or respond to conflict is:
- How was the capacity building effective? What do you think KCSSP could have done differently to make training and activities more effective?
- How has your organization's internal management changed since KCSSP began providing support? Can you provide examples of how the OCA changed financial management, human resources, or other policies within your organization? Will this lead to long-term viability of your organization?
- What was the most useful assistance offered – training? Mentoring? Small grants?
- Of the trainings that KCSSP organized, which stand out as the most useful to your organizational growth? Where there any that were not useful?
- Recall the trainings or events offered by KCSSP. Compared with other organizations you have received capacity strengthening from, how does KCSSP's approach compare with others?  
*Significantly better   Somewhat better   About the same   Somewhat worse   Significantly worse   Don't know*
  - Policy advocacy
  - Governance and leadership
  - Resource mobilization
  - Monitoring of results and impact
  - Organizational management
  - Human resources management
  - Financial management
  - Engaging the media
  - Peace dialogues and reconciliation activities
  - Developing legal/policy framework
  - Policy Reform
  - Other: (specify)
  - Other: (specify)
  - Other: (specify)
- Did you participate in the Director's Forum? If so, what was your experience of those meetings? Do you see value in bringing together the leaders of the key organizations of Kenyan civil society? If so, what would these gathering look like?

### **3. Lessons and Recommendations**

What if anything can be learnt from your grant activity for building the capacity of civil society in Kenya?

What, if anything, can be learnt from other grants that have been awarded under KCSSP?

What do you think about the ME reporting systems? Have they been adequate in capturing information?

How has KCSSP supported your organizing in capturing and using information, for example successes or data for improved program implementation? Does your organization do this on its own?

What are the main lessons learned of your work with KCSSP? How do you think KCSSP should capture lessons learned as the program begins to close down?

#### ***4. Project Management***

What do you think of the management of KCSSP? How have they engaged your organization and beneficiaries? How has communication been with them? Any things you think the program could have done differently in the area of management and communications?

Every project has its highs and lows – things that go well and things that could have been better. When you think of your involvement with KCSSP, what were your 3 highs? Three lows?

Do you see the program as effective? If so, how, please provide examples.

Have gender issues been addressed in your programming? How has KCSSP supported your organization in understanding and mainstreaming gender issues?

What could KCSSP be doing better to integrate gender issues into the program?

#### ***5. Program Logic and Sustainability***

- What is your assessment of Kenyan civil society overall? What are its strengths and weaknesses?
- Civil society in Kenya has been described as fragmented and lacking the credibility it needs to be an effective advocate. Do you agree with this assessment?
- If so, what do you see as the way forward in addressing these challenges in light of the significant socio-political and economic shifts that are taking place in the country?
- What elements of KCSSP support will remain once the program is complete? What areas should KCSSP focus on to promote sustainability of its network of partners?
- If you were to design a program that would address the real needs of Kenyan civil society, what would it look like?
- Please rank in order of priority up to three work areas that you think KCSSP should focus on in the remaining 18 months of its operations in order to maximize sustainability.
  - Improving leadership and governance of Kenyan CSOs
  - Enhancing the ability of CSOs to build and work within coalitions and speak with a shared voice
  - Improve the quality and quantity of services delivered to CSO constituents
  - Improve the long term viability of CSOs

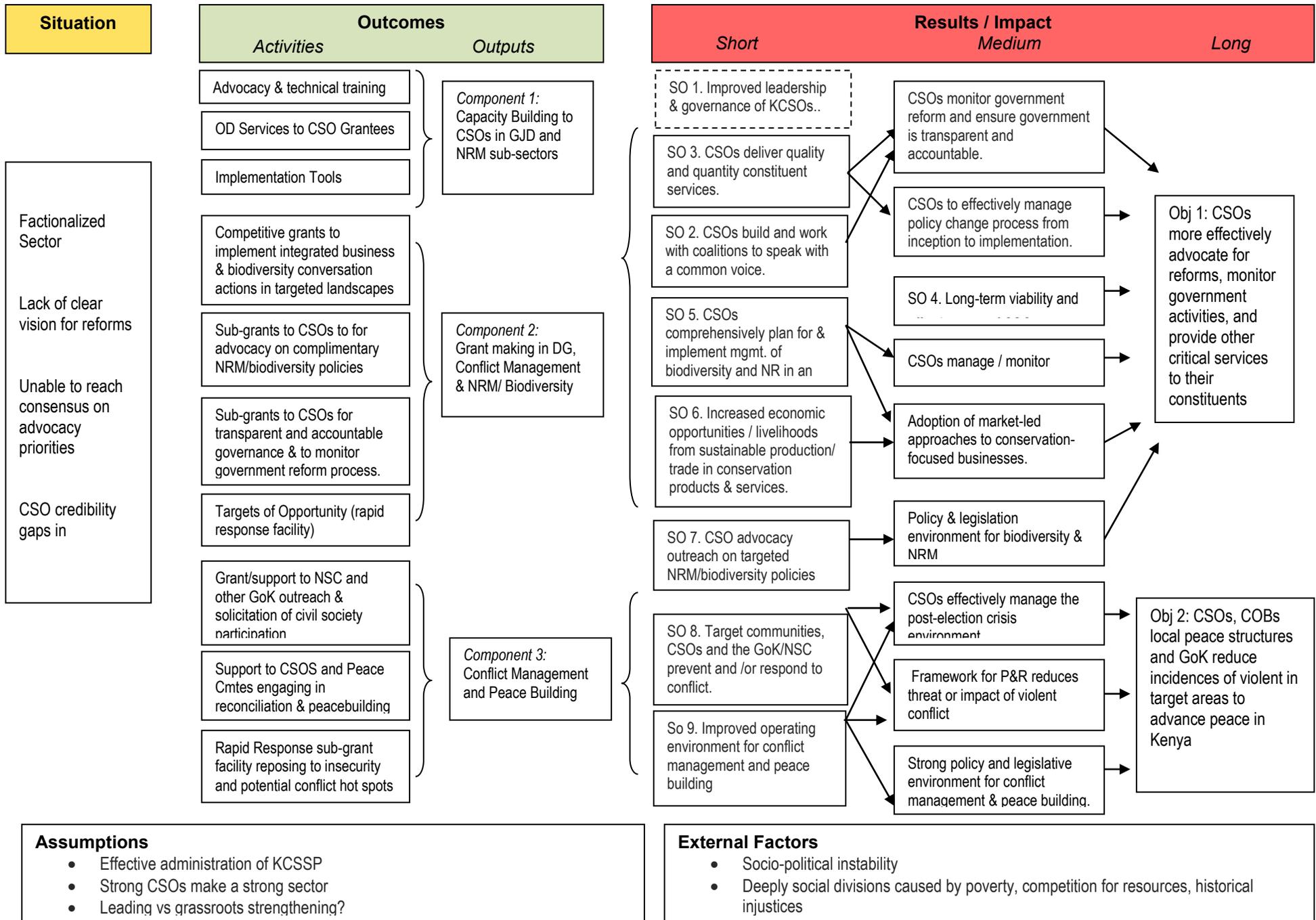
#### **Wrap up**

- Do you have any questions?

## APPENDIX E: ATTENDEES VALIDATION MEETING

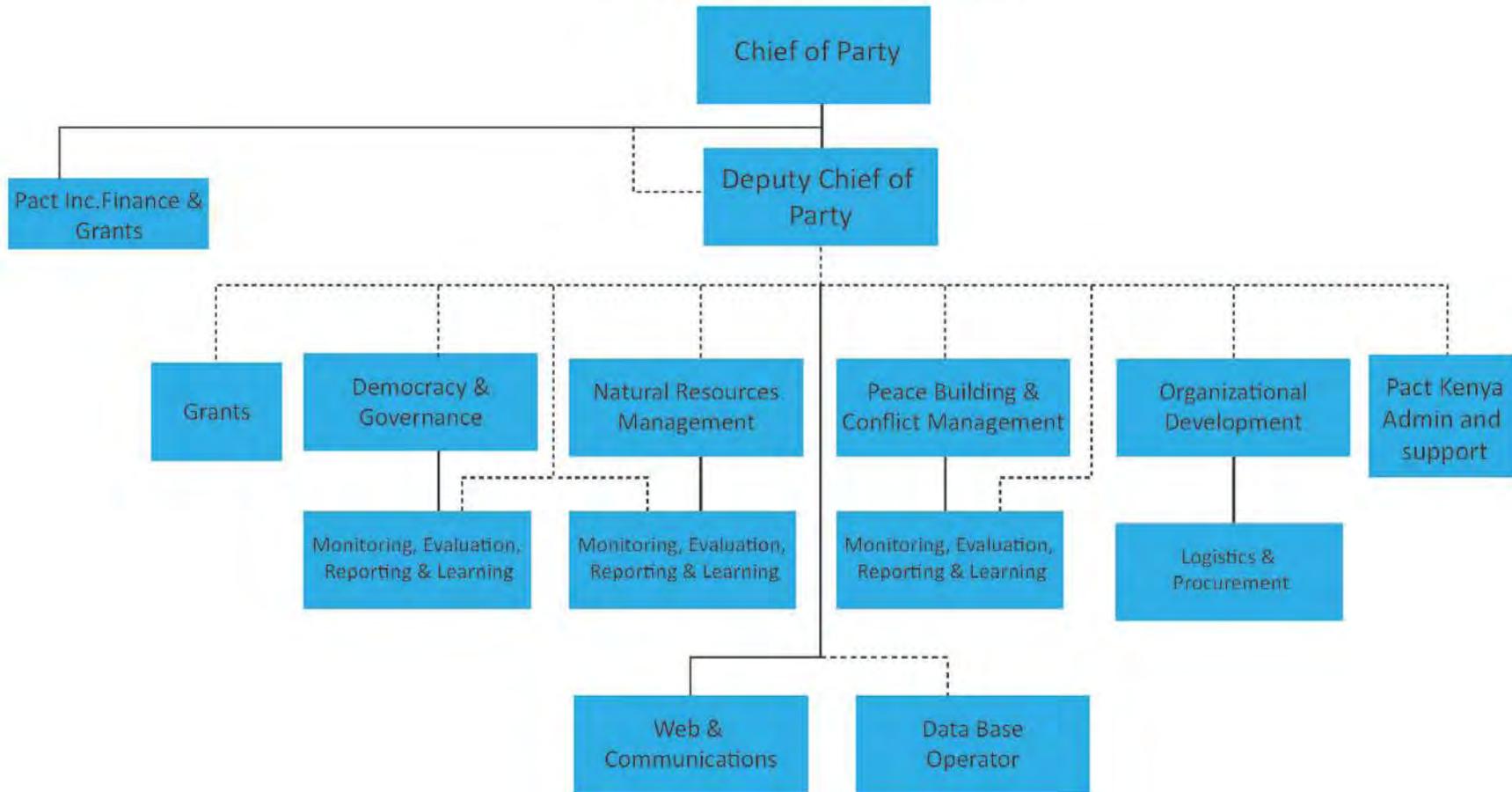
	NAME	ORGANIZATION	DESIGNATION
1.	Roselyn Mungai	Pact Kenya	PM PBCM
2.	Samuel Njakai	Pact Kenya	GRANTS MANAGER
3.	Steven Sharp	Pact. Inc	COP
4.	Lynette Injette Ochola	Pact .Inc	DCOP
5.	Celline Achieng	Kenya Wildlife Conservation	Project Coordinator
6.	Evans Mutende	Pact Kenya	Grants Officer
7.	Henry Kuria	Pact Kenya	Program Officer
8.	Jasper Morara	Pact Kenya	Manager-OD
9.	Phelix Lore	MUHURI	Program Officer
10.	Joseph Kwaka	CAI	CEO
11.	Anthony Kariuki	Pact Kenya	PM-Nrm
12.	Martha Ndogoto	COPA	Program Officer
13.	Aileen Gathoni	CCGD	Communication assistant
14.	Elizabeth Yaa	Pact Kenya	Program Officer
15.	Boniface Mbiti	Pact Kenya	Admin.assistant
16.	Michael Nyanje	Ilishe Trust	Program Officer
17.	Paul Ntiati	CIBC	Program Manager
18.	Abdulhamin Sakar	KMYA	Treasurer
19.	Asenath Odaga	GADECE	Executive coordinator
20.	Mambili S.Lujiali	Muilishe	Chairman
21.	Stella Agara	Africa Youth Trust	P.O M&E
22.	Nyagah Thomas	ACK/CJPC	PMO
23.	Collins Mugocio	KARA	Program Assistant
24.	Jason Oyugi	Bridge Africa	Program policy
25.	Esther Ngoda	Pact Kenya	Grants Officer
26.	Felix Makoyo	CLICK	Program Officer
27.	Twahir A.M	SUPKEM	Program Officer
28.	Oyugi Erick	COPA	Coordinator
29.	Beldine Atieno	FWR	Intern
30.	Joseph Riwongole	CRS	Program Officer
31.	Daniel Macharia	Mt. Longonot	Program Officer
32.	Francis Aywa	Pact Kenya	HOP
33.	Kennedy Okumu	Pact Kenya	MERC
34.	Joan Gichuki	Nature Kenya	Community \coordinator
35.	Joshua Irungu	Pact Kenya	NRM
36.	Elizabeth Murimi	Help Self Help Centre	Info. Officer
37.	Fred m.Were	Uzima Foundation	Executive Director
38.	Jack Wachira	Thigu Envirinmental Forum	Chairman
39.	Rahab Njeri	Kijabe Environment	Program Officer
40.	Okuku K.Olulu	ABENEGO	Board Member
41.	Teresia Kinyungu	KECOSCE	Administration
42.	George Njugi	Mt. KBCE	Program Manager
43.	Philip Tomno	Bare Care Centre	Program Officer
44.	Florence Sipalla	AWC	Program Officer
45.	Peter Achar	NCKK	
46.	Sophia Mungai	Pact Kenya	MERL
47.	Meg Kinghorn	Evaluation Team	
48.	Dawn Traut	Evaluation Team	
49.	Emmanuel Ole Sayiorry	Evaluation Team	
50.	Jane Kahata	Evaluation Team	
51.	Eunce Kamaara	Evaluation Team	
52.	Agnes Njuguna	Evaluation Team	

# APPENDIX F: PROGRAM LOGIC



## APPENDIX G: KCSSP STAFF CHART

KCSSP Organizational Structure



## APPENDIX H: GRANT SUMMARY

### KENYAN CIVIL SOCIETY STRENGTHENING PROGRAM SUMMARY OF SUB-GRANTS/ IMPLEMENTING PARTNERS 2007-2010

#### DEMOCRACY AND GOVERNANCE

##### ACTION AID INTERNATIONAL KENYA (AAIK)

**PROJECT TITLE:** Just and Democratic Governance

**Grant Period:** April 2007- April 2009    **Grant Amount:** \$121,061.00

**Status:** Closed.

**Project Description:** AAIK works with poor and marginalized people to eradicate poverty. AAIK has been in Kenya for over 30 years and works in 23 districts in Kenya. The organization is concerned with issues of injustice, poverty and development. AAIK implemented a 12 month activity to develop and nurture audit groups of community devolved funds. They inculcated a culture of civic participation, good governance, transparency and accountability in the allocation and use of devolved funds.

**Geographic Scope:** Central- Nyeri, Coast – Kwale, Tana River, Eastern-Mwingi, North Eastern-Mandera, Ijara, Nyanza-Bondo, Busia, Kisumu, Kuria, Rachuonyo, Rift Valley- Baringo, Bomet.

##### ACTION AID INTERNATIONAL KENYA (AAIK)

**Project Title:** Mobilizing for Constitutional Reform through Decentralization

**Coalition partners:** SAUTI YA WANAWAKE (SYW), WOMAN KIND, BARE CARE CENTRE (BCC) and ABENENGO YOUTH GROUP (AYG)

**Grant Period:** April 2010-March 2011    **Grant Amount:** \$ 316,871.00    **Status:** On-Going.

**Project Description:** Action Aid's project aims to include decentralization in Kenya's proposed constitution and key policy documents on development by August 2011, repeal and/or amend laws unfavorable to decentralization such as the Local Government Act and reform institutions charged with managing decentralized resources. It will also support the emergence of strong sub-national governments that are constitutionally empowered to make decisions over a specified range of government functions and services and develop the legal policy framework stipulating the division of roles and responsibilities between different layers of government establish of a coordinating mechanism to guide Kenya's decentralization process.

**Geographic Scope:** Central- Nyeri, Coast – Kwale, Tana River, Eastern-Mwingi, North Eastern-Mandera, Ijara, Nyanza-Bondo, Busia, Kisumu, Kuria, Rachuonyo, Rift Valley- Baringo, Bomet.

##### AFRICA YOUTH TRUST (AYT)

**Project Title:** Youth Action against Corruption

**Grant Period:** April 2007- March 2009

**Status:** Closed

**Project Description:** AYT is an initiative of the African Youth Parliament created to spearhead a youth-led development model in Kenya with a view to replication in other African countries.

AYT's 12 month project designed a guide to aid youth to understand the different facets of corruption and developed a toolkit for action to be used in the fight against corruption, in-order to strengthen good governance. They also championed the formation of a network of youth working to fight corruption in Kenya and supported local action, created knowledge networks and awareness and input into the on-going fight against corruption.

**Geographic Scope:** Central- Nyeri, Thika, Coast – Malindi, Mombasa.

##### AFRICA YOUTH TRUST

**Project Title:** Parliament Synergizing Youth in Law Making

**Grant Period:** January 2008 – August 2009    **Grant Amount:** \$ 126,846.00

**Status:** Closed

**Project Description:** AYT exists to harness the productive energies of youth towards peace, equity and prosperity within and across communities in Africa. Through this grant, AYT enabled Kenya's National Assembly to harness the input into the law and policy – making process in Kenya which will ensure an increased volume of legislation, and higher quality, more responsive and just laws are passed by establishing a mechanism for structured engagement of youth with

parliament for youth – friendly legislation and by sensitizing 3 Parliamentary Departmental Committees in youth – focused concerns in the legislative process.

**Geographic Scope:** National

#### **ASSOCIATION OF PROFESSIONAL SOCIETIES IN EAST AFRICA (APSEA)**

**Project Title:** National Advocacy Program for Governance Reforms

**Grant Period:** 24 Months **Grant Amount:** \$158,314.00 **Status:** On-Going

**Project Description:** Through this program, APSEA hopes to identify contentious issues on the constitutional review processes prior to the completion of the processes by April 2010 and enhance the participation of citizens in the proceedings of the Truth, Justice and Reconciliation Commission (TJRC) to positively contribute to achievements of the Commission's transitional justice objectives before the end of December 2011.

**Geographic Scope:** National

#### **THE CAUCUS FOR WOMEN'S LEADERSHIP (CWL)**

**Project Title:** Land Reform and Decentralization in Kenya

**Coalition partners:** CENTRE FOR RIGHTS EDUCATION AND AWARENESS (CREAW), FEDERATION OF WOMEN LAWYERS – KENYA (FIDA-K), WOMEN IN LAW AND DEVELOPMENT IN AFRICA (WILDAF) AND AFRICA WOMAN AND CHILD FEATURE (AWC)

**Grant Period:** January 2010-December 2011 **Grant Amount:** \$ 457,589.00 **Status:** On-Going

**Project Description:** The Caucus hopes to contribute to equitable land distribution and the adoption of a decentralized system of government for Kenya by ensuring the land reforms are effected and implemented by the government through the Sessional Paper on land, the new Constitution and new land laws by July 2011 and also ensure that citizens more effectively advocate for decentralized form of government by July 2011.

**Geographic Scope:** National with specific actions in Eldoret, Narok North, Narok South, Trans Nzoia and Mt. Elgon.

#### **CENTRE FOR GOVERNANCE AND DEVELOPMENT (CGD)**

**Project Title:** Engendering the Provision of Agricultural and Livestock Extension Services in Kenya

**Grant Period:** May 2007- April 2009 **Grant Amount:** \$129,228.00 **Status:** Closed

**Project Description:** CGD is a Kenyan policy research and advocacy organization which works to ensure an informed, equitable, democratic and prosperous Kenya committed to the Rule of Law. It has sought to achieve this through research, dissemination, coalition building and awareness creation. Through KCSSP's grant support, they increased gender sensitivity in the provision of agricultural and livestock extension services in Kenya through, research, policy advocacy and capacity building.

**Geographic Scope:** Eastern – Embu, Machakos.

#### **CENTRE FOR GOVERNANCE AND DEVELOPMENT (CGD)/NATIONAL TAXPAYERS ASSOCIATION (NTA)**

**Project Title:** Enhancing Accountability in the Management of Devolved Funds through Citizen Participation and Oversight in Public Procurement.

**Grant Period:** September 2009-August 2010 **Grant Amount:** \$ 79,998.00 **Status:** On-Going

**Project Description:** Through the KCSSP-funded project, CGD hopes to achieve accountable and transparent management of public resources in Kenya by increasing citizen awareness and oversight of public procurement in accordance with laws, rules and regulations by January 2010, have Constituency Monitoring Committee (CMC) members effectively monitor constituency procurement processes in accordance with the laws, rules and regulations by February 2010 and have accountable and transparent systems in Constituency Development Funds (CDF) by September 2010.

**Geographic Coverage:** National, with specific work with 300 SMEs / CSOs and 3 MDAs.

#### **CENTRE FOR LEGAL INFORMATION AND COMMUNICATION IN KENYA (CLICK)**

**Project Title:** Increasing Women's Participation and Effectiveness in Decision Making and leadership

**Grant Period:** April 2010-March 2012 **Grant Amount:** \$127,292.00 **Status:** On-going.

**Project Description:** CLICK hopes to strengthen the role of Parliament as a guardian of human rights and democracy, ensure that women's concerns are represented in legislation and policies through the representation of women's interests in parliament (by both male and female MP's).

**Geographic Coverage:** National

#### **CENTRE FOR MULTI-PARTY DEMOCRACY**

**Project Title:** Referendum Civic Education Support Programme

**Grant Period:** May-August 2010 **Grant Amount:** \$.200, 052.00 **Status:** Closed.

**Project Description:** CMD will provide civic education on the Proposed Constitution of Kenya through town hall meetings and other forums across Kenya with an objective of a successful referendum on the Proposed Constitution. In partnership with Capital FM, CMD will also conduct 100 days of awareness raising to enable Kenyans to make informed decisions on endorsing the constitution during the referendum through debates, mentions, the Capital FM website and mobile messaging.

**Geographic Scope:** National

#### **COAST DEVELOPMENT LOBBY GROUP (CDLG)**

**Project Title:** Strengthening Community Accountability Support Structures to effectively participate in the Management of LATF funded projects through LASDAP process.

**Grant Period:** May 2007- March 2009 **Grant Amount:** \$56,326.00 **Status:** Closed.

**Project Description:** CDLG is a community based organization that seeks to influence formulation and implementation of development projects in the Coast Province. CDLG's support over 12 months strengthened community structures in order to hold the Mombasa Municipal Council and the Ministry of Local Government accountable in the utilization of the Local Authority Transfer Fund (LATF) funds.

**Geographic Scope:** Coast- Mombasa, Kilifi

#### **COLLABORATIVE CENTRE FOR GENDER AND DEVELOPMENT (CCGD)**

**Project Title:** Promoting Democratic Economic Governance through Mainstreaming Gender in National Policies and Promotion of Women's Advancement

**Grant Period:** May 2007-October 2008 **Grant Amount:** \$86,957.00 **Status:** Closed.

**Program Description:** CCGD works to promote gender responsive transformation of society by upholding equity issues and development of democratic and gender responsive. A key objective is to enhance development and implementation of gender responsive policies at all levels with particular emphasis on the national level. CCGD's KCSSP project influenced the 2008/2009 national budget to which will ensure gender aware allocations, support for women's proposals, develop & advocate for Womens' Care Work and Community Enterprise Bills.

**Geographic Coverage:** National

#### **COMMUNITY AID INTERNATIONAL (CAI)**

**Project Title:** Citizen- Driven Reforms Project

**Coalition Partners:** Bridge Africa, Abantu for Development, Uzima Foundation and Africa Woman and Child Feature)

**Grant Period:** March 2010-January 2012 **Grant Amount:** \$791,351.00 **Status:** On-Going.

**Project Description:** CAI and its coalition partners hope to ensure local CSOs, women and youth in marginalized areas effectively monitor the performance of duty bearers on decentralization, constitutional and electoral reforms and hold them accountable for service delivery and greater transparency and accountability and empower the community to conduct advocacy activities demanding for reforms focusing on decentralization, constitutional and electoral reforms and good governance.

**Geographic Coverage:** National, with specific actions in Kaloleni, Kilifi, Malindi, Kisumu Rural/ West, Bondo and Rarienda.

#### **CONSTITUTION AND REFORM EDUCATION CONSORTIUM (CRECO)**

**Project Title:** Informing the TJRC Process through Advocacy and Community Participation

**Grant Period:** April 2010 – March 2012 **Grant Amount:** \$ 80,187.00 **Status:** On-Going

**Project Description:** CRECO will inform the TJRC process and advocate for the full implementation of its recommendations by empowering public with knowledge and information for effective participation in the TJRC process, monitor the conduct and inform the TJRC process, advocate for a people-responsive TJRC process and lobby and advocate for the adoption and implementation of the TJRC recommendations.

**Geographic Coverage:** National, with specific actions in Nyanza, North Eastern, Nairobi and Rift Valley.

#### **FAMILY SUPPORT INSTITUTE (FASI)**

**Project Title:** Community Participation in Monitoring and Management of constituency Development Fund (CDF) in Kakamega, Butere Mumias and Busia Districts in Western Province

**Grant Period:** May 2007-April 2008 **Grant Amount:** \$81,278.00 **Status:** Closed

**Project Description:** FASI empowers adolescents and youth to live quality lives through capacity building, research information and data, community resource centers, information and communication technologies (ICTs), partnerships and networks, and gender mainstreaming. Under KCSSP, FASI was supported to establish a framework for contributing to improvement in the management of Constituency Development Funds (CDF) and the effective participation by Communities and CSOs.

**Geographic Coverage:** Western Province

#### **FEDERATION OF WOMEN LAWYERS (FIDA KENYA)**

**Project Title:** Enhancing gender and women's human rights responsive legislative and policy functions of parliamentary institutions.

**Grant Period:** January 2008 – August 2009 **Grant Amount:** \$ 111, 857.00 **Status:** Closed

**Project Description:** FIDA Kenya's project mainstreamed women's agenda in peace building and reform process by increasing women's awareness on the ongoing national reform process, enhancing their ability to consolidate their agenda and popularizing this agenda at the local and national levels. They also addressed the Key socio – economic, civil and political rights of women.

**Geographic Coverage:** National

#### **FOUNDATION FOR WOMEN'S RIGHTS IN KENYA (FWR-K)**

**Project Title:** Advancing Grassroots Women's Agenda in Reforms through Deepening Political Accountability

**Grant Period:** April 2010-March 2012 **Grant Amount:** \$ 160,000.00 **Status:** On-Going

**Project description:** FWR-Kenya will contribute to the advancement of the grassroots women's agenda through deepening political accountability to achieve responsive reforms by having women effectively demand for political accountability for reforms by May 2011 and also have them effectively participate in the developing of consensus among political leaders on the reform agenda by May 2010.

**Geographic Coverage:** National

#### **INSTITUTE FOR EDUCATION IN DEMOCRACY (IED)**

**Project Title:** Supporting the review and reform of the electoral systems and electoral Laws in Kenya and restructuring the Electoral Commission of Kenya (ECK)

**Grant Period:** August 2008 – April 2011 **Grant Amount:** \$173,202.00 **Status:** Closed

**Project Description:** IED aims to promote democracy through programs in the electoral process, voter education as well as research and consultancy programs. IED has informed the electoral administration system and laws making them more inclusive and enhanced public confidence in the Electoral Management Body (EMB)

**Geographic Coverage:** National

#### **INSTITUTE OF ECONOMIC AFFAIRS (IEA)**

**Project Title:** Civil Society Support to Parliament

**Grant Period:** May 2007-August 2008 **Grant Amount:** \$86,823.00 **Status:** Closed

**Project Description:** IEA is a non-partisan think-tank that seeks to promote open and informed debates on public policy issues. IEA has strengthened the capacity of Parliament and 11 Departmental Committees of Parliament to interrogate the national budget through research and analysis of policy issues in the budgetary estimates.

**Geographic Coverage:** National

#### **INSTITUTE OF POLICY ANALYSIS AND RESEARCH (IPAR)**

**Project Title:** Core Support

**Grant Period:** May 2007-December 2009 **Grant Amount:** \$213,426.00 **Status:** Closed.

**Project Description:** IPAR conducts data based social science policy analysis and research with the aim of improving human welfare in Kenya. Under this grant, IPAR receives core support to conduct research on the governance process and institutional change in Kenya, public ethics and value framework and, governance and the economy.

**Geographic Coverage:** National

#### **INSTITUTE OF POLICY ANALYSIS AND RESEARCH (IPAR)**

**Project Title:** Governance & Development Program (Public Policy Process in Kenya)

**Grant Period:** April 2007-April 2008 **Grant Amount:** \$86,956.00 **Status:** Closed

**Project Description:** IPAR conducts data based social science policy analysis and research, training, with the aim of improving human welfare in Kenya. The KCSSP funded grant IPAR were able to conduct a research, analysis and identify factors constraining effective management of public institutions and resources in Kenya and to positively

influence the management of public institutions by disseminating research findings and policy recommendations to relevant stakeholders including the Government and interested CSOs.

**Geographic Coverage:** National

#### **INSTITUTE FOR POLICY ANALYSIS AND RESEARCH/ INSTITUTE FOR ECONOMIC AFFAIRS**

**Project Title:** Strengthening Parliamentary Oversight Roles

**Grant Period:** January 2008 – September 2009 **Grant Amount:** \$ 116,596.00 **Status:** Closed

IPAR in collaboration with IEA Strengthened Parliament's oversight roles for better resource management and accountability by the Executive, Parliament and the citizen. They examined the use of audit and accounting of selected devolved funds and identified best practices in budget accountability. They developed a template for executive reports to Parliament will ensure the set up of building blocks for fiscal decentralization where executives will report back to Parliament on the budget execution before making budget proposals.

**Geographic Coverage:** National

#### **INTERNATIONAL COMMISSION OF JURISTS – Kenya Chapter**

**Project Title:** Transitional Justice and Constitutional Reform Project

**Grant Period:** July 2008 – March 2009 **Grant Amount:** \$50,000.00 **Status:** Closed

**Project Description:** ICJ intends to promote the adoption of systems that foster democratic governance, the rule of law and respect of all human rights by organizing activities and programmes that inform, agitate and advocate in an innovative manner for the recognition and protection of human dignity at all times with partner organizations worldwide. ICJ-Kenya monitored the implementation of the mediation agreement and specifically the constitutional review process by mentoring the constitution review process and education the public on the truth, justice and reconciliation commission.

**Geographic Coverage:** National

#### **INTERNATIONAL COMMISSION OF JURISTS (ICJ-Kenya)**

**Project Title:** ICJ-Kenya Institutional Reform Project

**Grant Period:** January 2010-December 2011 **Grant Amount:** \$ 160,000.00 **Status:** On-Going.

**Project Description:** This project will contribute to Kenya's democratization through the delivery of free and fair elections by reviewing the Constitutional and legislative reforms necessary to secure the independence, credibility, competence and impartiality of the Electoral Management Body and a more effective electoral system enacted by August 2011 and also ensure that IIEC efficiently and effectively delivers services in accordance with its specific legal mandate by August 2011.

**Geographic Coverage:** National

#### **INTERNATIONAL COMMISSION OF JURISTS (ICJ-Kenya)**

**Project Title:** Civic Education and Advocacy for the Proposed Constitution of Kenya

**Grant Period:** May-July 2010 **Grant Amount:** \$ 262, 537 **Status:** Closed.

ICJ is the grant recipient for the Parliamentary Initiatives network, a coalition of CSOs including, Transparency International, Centre for Governance and Development, Africa Youth Trust, FIDA-Kenya, Institute of Economic Affairs and AfriCOG. The overall goal of this project is to support the successful completion of the constitutional review process by providing civic education on the Proposed Constitution of Kenya and supporting its implementation. This will help Kenyans make informed decisions in the referendum on the Proposed Constitution of Kenya as a result of public debate, information and understanding on content of the Proposed Constitution including contentious issues and enable citizens monitor the effective implementation of the new constitution.

**Geographic Scope:** National

#### **THE KENYA ALLIANCE OF RESIDENT ASSOCIATIONS (KARA)**

**Project Title:** Improving Service Delivery in Public Procurement and Disposal

**Grant Period:** April 2010-March 2011 **Grant Amount:** \$ 80,187 **Status:** On-Going.

**Project Description:** KARA hopes to improve public procurement and disposal service delivery standards by influencing possibility of streamlining the existing procedures and enhancing transparency and accountability through increased public awareness and education. This will be accomplished by identifying and highlighting the weaknesses in the existing public procurement and disposal procedures by December 2009 and effectively monitoring and holding the Government accountable with regard to public procurement and disposal services by August 2010.

**Geographic Coverage:** National

#### **KENYA FOREST WORKING GROUP (KFWG)**

**Project Title:** Advancing Accountability in the Implementation of the Forest and Legislation

**Grant Period:** May 2007- July 2009 **Grant Amount:** \$158,635.00 **Status:** Closed

**Program Description:** KFWG is a forum of individuals, organizations and institutions (government and non government, local and international) and grass root community organizations concerned with forests, working together to promote sound forest management and conservation practices in Kenya. KFWG's project intends to hold politicians and decision makers accountable in implementation of the forest policy and legislation.

**Geographic Coverage:** National

#### **KENYA LAND ALLIANCE (KLA)**

**Project Title:** Enhancing Communities for monitoring of Land Sector Reforms

**Grant Period:** May 2007- December 2009 **Grant Amount:** \$142,064.00 **Status:** Closed

**Program Description:** KLA is an umbrella network of CSOs and individuals for effective advocacy for Land Laws and Policy Reforms in Kenya. KLA has advocated for the formulation of enabling constitutional, policy, legislative and institutional frameworks that promote equitable and sustainable use and management of land and natural resources.

**Geographic Coverage:** National

#### **KENYA LAND ALLIANCE (KLA)**

**Project Title:** Mid term and long-term land sector reforms under Agenda 4 of national dialogue and reconciliation process

**Grant Period:** January 2010-December 2011 **Grant Amount:** \$ 158,666.00 **Status:** On-Going.

**Project Description:** KLA hopes to establish improved security of access to land and natural resources for livelihood enhancement and sustainable development by advocating for the creation of a legal and institutional framework for justice and social equity in the land sector by having the Sessional Paper on Land Policy tabled in Parliament and endorsed by December 2010, by having the Minister for lands table in Parliament legislation to effect the reforms proposed in the Sessional Paper on land by September 2011 and ensure that Kenya's adopt a new Constitution with progressive land provisions by December 2010.

**Geographic Coverage:** National

#### **KENYA MUSLIM YOUTH ALLIANCE (KMYA)**

**Project Title:** Monitoring and advocacy for Implementation of Agenda 4 (MAIA 4) – *Truth, Justice and Reconciliation (TJRC)*

**Grant Period:** February 2010-January 2012 **Grant Amount:** \$ 158,451.00 **Status:** On-Going.

**Project Description:** KMYA's goal is to enhance participation and contribution of young and marginalized Muslims in monitoring and advocating for the implementation of the Truth, Justice and Reconciliation Commission, by monitoring and advocating for a people driven, effective and credible TJRC that will spearhead reconciliation and confidence building amongst the people of Kenya. They hope to have the marginalized Muslim youth effectively monitor the proceedings and work of the TJRC and advocate for preparations for human rights violations between September 2009 and August 2011 and have them present their views to TJRC during its hearings from September 2009 to August 2011.

**Geographic Coverage:** Wajir, Mombasa and Nairobi

#### **LEGAL RESOURCES FOUNDATION TRUST (LRF)**

**Project Title:** Enhancing Grassroots' Communities Participation in Governance

**Grant Period:** May 2007- January 2009 **Grant Amount:** \$86,904.00 **Status:** Closed.

**Program Description:** LRF works to enhance access to justice for the poor, marginalized and disadvantaged in Kenya. LRF has built the capacity of selected grassroots level representatives to monitor compliance of selected Local Authorities which include the Local Authority Transfer Fund Act and Local Authority Service Delivery Action Plan (LASDAP) to enable them monitor and enhance public participation in prioritization of service delivery choices and advocate for development of the national level policy so as to safeguard and guarantee the right public participation in the administration of LRF.

**Geographic Scope:** National

#### **MARS GROUP KENYA**

**Project Title:** The MARS Group Leadership, Governance and Accountability Portal

**Grant Period:** March – August 2009 **Grant Amount:** \$ **Status:** Closed.

**Project Description:** MARS Group Kenya has encouraged more effective transparency and accountability, has enhanced citizen capacity to the audit GOK budgets and expenditures and use of information technology as an

advocacy tool. This has empowered citizens to demand accountability through the development of monitoring capability and provision of information resources, promoting democratic ideals and provide evidence for civil society advocacy efforts against bad governance and corruption.

**Geographic Scope:** National

#### **MARS GROUP Kenya**

**Project Title:** Anti Corruption Research, Advocacy and Civil Society Support Project for Fiscal Accountability in Kenya

**Grant Period:** May-June 2010 **Grant Amount:** \$106,313 **Status:** Closed.

This project seeks to advance the work done thus far by Mars Group and to contribute to the anti corruption objectives of USAID's Kenyan program. The project also provides a means of data gathering for the purposes of assessing or evaluating the progress made in procurement reforms and to facilitate budget and procurement analysis, anti-corruption research and advocacy; support to KCSSP sub-grantees (especially those doing anti-corruption and public procurement monitoring and advocacy), monitoring, analysis, upload of the web databases and associated costs.

**Geographic Coverage:** National

#### **MAINYOTO PASTORALISTS INTERGRATED DEVELOPMENT ORGANIZATION**

**Project Title:** Taking National Dialogue and Reconciliation to the Grassroots.

**Grant Period:** December 2008 – November 2009 **Grant Amount:** \$99,223.00 **Status:** Closed.

**Project Description:** Through KCSSP's grant support, MPIDO facilitated inter-community dialogue on the issue of land use and ownership and at the same time advocate for comprehensive land reforms to address the land problem faced by the Maasai community. They also advocated for the enactment and implementation of the draft Land Policy and work with local communities in 13 constituencies to create a critical mass for land reform and build consensus around the issue (particularly land problem) to be presented by the community to the Truth, Justice and Reconciliation Commission (TJRC)

**Geographic Scope:** Trans-Mara, Narok, Naivasha and Laikipia

#### **PLATO INSTITUTE**

**Project Title:** Support to Parliament through Legislative Review

**Grant Period:** July 2008-September 2009 **Grant Amount:** \$80,752.00 **Status:** Closed

**Project Description:** Plato Institute hopes strengthened parliamentary debates on the bills and legislation which were expected to address issues arising from the post – election crisis and inform debate. The institute conducted an analysis of the National Accord and Reconciliation Act, the Constitution of Kenya (Amendment) Act and other relevant laws enacted by the 10<sup>th</sup> Parliament during the period of the grant. They hope this will entail a critical examination of the legal implications of these Acts of Parliament, their relationship to the Constitution, existing legislation and the implications of the proposed system of Governance, being a semi-presidential system on existing institutions. Plato also carried out an analysis of the Truth, Justice and Reconciliation Bill, the Ethnic Relations Bill, the Constitution of Kenya (Amendment) Bill, the Constitution of Kenya Review Bill and other Bills of direct relevance that have so far been published. These bills and their relationship to existing legislation and institutions will be analyzed.

**Geographic Scope:** National

#### **POVERTY ERADICATION NETWORK (PEN)**

**Project Title:** Improving the Kenyan Regulatory Environment for NGOs

**Grant Period:** February 2010-January 2011 **Grant Amount:** \$ 90,996.00 **Status:** On-Going.

**Project Description:** PEN hopes to improve the regulatory environment for organizations (NGOs) in Kenya, which will then advance the opportunity for increased regulatory efficiency and transparency, increase sector capacity, accountability and strengthening development of dialogue between civil society and the government thus lead to the review, design and implementation of a more effective and enabling legal framework governing NGOs registered in Kenya.

**Geographic Scope:** National

#### **THE RAINMAKER**

**Project Title:** Umoja Pamoja Campaign

**Grant Period:** October 2007 – January 2008 **Grant Amount:** \$ 93,847.00 **Status:** Closed

**Project Description:** Rainmaker in association with several Kenyan artists designed a campaign initiative – Umoja Pamoja: Get in Line – to positively engage youth in the electoral process. This was achieved through a theme song music video which was produced and circulated nationally, through the distribution of Promotion materials and airing of

messages on radio and TV, culminating in a symbolic “hands around Parliament” demonstration to raise awareness among political candidates about youth issues and accountability.

**Geographic Scope:** National

#### **THE SOCIO-ECONOMIC RIGHTS FOUNDATION**

**Project Title:** Monitoring Constitutional Reforms Programme (MCR Programme)

**Grant Period:** January–December 2009 **Grant Amount:** \$97,197.00 **Status:** Closed

**Project Title: Monitoring Constitutional Reforms Programme (MCR Programme)**

**Project Description:** The Socio – Economic Rights Foundation spearheaded the timely delivery of a new constitution as stipulated under the national accord by mobilizing the public and generating debate on the content of the constitution and process review, monitoring, informing and supporting the role of Parliament in process of the constitutional reforms and undertaking a critical analysis of the constitutional (draft) reform process.

**Geographic Scope:** National

#### **The SOCIO ECONOMIC RIGHTS FOUNDATION (SERF)**

**Project Title:** Parliamentary Support Programme (PASP)

**Grant Period:** July 2010-June 2012 **Grant Amount:** \$ 134,440.00 **Status:** On-Going.

**Project Description:** Through this program, SRF hopes to enable parliament carry out its oversight, policy development and legislative roles in the grand coalition governance system, offer technical support and build capacity of target Parliamentary Committees on oversight, policy and legislative functions by supporting the strengthening of target Parliamentary Committees to analyze and contribute to policy and legal developments within their mandate, support the strengthening of Parliamentary Committees to provide oversight over functions within their mandate and institutionalize dialogue between parliamentary committees and other segments of society (in particular civil society) on themes linked to mandates of target Parliamentary Committees.

**Geographic Scope:** National

#### **SUPREME COUNCIL OF KENYA MUSLIMS (SUPKEM)**

**Project Title:** National level advocacy to achieve positive policy, legal and constitutional reforms

**Grant Period:** July 2008- March 2011 **Grant Amount:** \$95,901.00 **Status:** On-Going.

**Project Description:** SUPKEM seeks to achieve a national framework for just governance through national level advocacy for constitutional reforms by building consensus and a support base within Muslim communities towards constitutional, legal, policy and institutional reforms in Kenya, enhancing capacity and involve Muslim opinion leaders, community service Organizations (CSOs) and individuals at all levels to participate in the progressive dialogue with other stakeholders and isolate Muslim specific issues with a view to articulation and inclusion in the constitutional review process.

**Geographic Scope:** National

#### **TRANSPARENCY INTERNATIONAL – KENYA (TI-KENYA)**

**Project Title:** Enhancing Transparency and Accountability in Public Procurement in Kenya

**Grant Period:** January 2010-December 2011 **Grant Amount:** \$ 160,123.00 **Status:** On-Going.

**Project Description:** TI's goal is to enhance transparency and accountability in public procurement. Through the KCSSP-funded project, they hope to strengthen the public procurement policy and legal framework and build the capacity of MSEs in public procurement by ensuring that the Ministry of Finance and legislators adopt a comprehensive long term policy on public procurement and revise the Public Procurement and Disposal Act 2005 and 2006 regulations by 2011. In addition, TI will build the capacity of 240 micro and small scale enterprises (MSEs) and other stakeholders to access public procurement improved by 25% by 2011 and increase the awareness of 600 CSOs, MSEs and other key stakeholders to monitor public procurement processes in 10 public entities in Kenya by 2011.

**Geographic Scope:** National

#### **UNDUGU SOCIETY**

**Project Title:** Support for NGO Sector Deliberations in the NGO Week 2009

**Grant Period:** September-November 2009 **Grant Amount:** \$8,651.00 **Status:** Closed.

**Project Description:** Through KCSSP's financial support, Undugu Society were able to conduct three seminars on reform challenges facing the country and the role of the NGO sector in pursuing those reforms.

**Geographic Scope:** National

#### **WOMEN IN LAW AND DEVELOPMENT IN AFRICA- KENYA (WILDAF- K)**

**Project Title:** THE Sexual Offences Act: A Working Tool for Law Enforcers

**Grant Period:** April 2007- November 2009 **Grant Amount:** \$141,190 **Status:** Closed

**Project Description:** WILDAF-K works to ensure that every woman and child from every sector in society is accorded her rights and lives in freedom free from violence and given opportunity to enjoy her/his life. WILDAF – K equipped the law enforcement agents by making them understand the basic forms of sexual offences; their roles and responsibilities with regard to the legal and / or due process; and the minimum sentences provided by the Sexual Offences Act.

**Geographic Scope:** National

#### **YOUNG WOMEN IN ACTION NETWORK (YOWAK)**

**Project Title:** Strategies to Increase Democratic Participation for Young Women in Kenya

**Grant Period:** June 2007-February 2008 **Grant Amount:** \$34,004 **Status:** Closed

**Project Description:** YOWAK works to mainstream the participation of young women in development through advocacy and awareness creation. YOWAK conducted awareness rising and advocacy activities address marginalization of young women by increasing their participation in the General Elections and improving their representation in the CDF structures. This has helped mainstream young women's involvement in leadership and decision – making.

**Geographic Scope:** National

#### **YOUTH AGENDA (YAA)**

**Project Title:** Monitor and Report on the Form, Extent and Nature of Pre-Election Involvement of Youth in Electoral Violence, Intimidation and Bribery

**Grant Period:** June 2007 – April 2008 **Grant Amount:** \$37,101.00 **Status:** Closed

**Project Description:** YAA is a pioneer in youth organization and mobilization for participation in the governance process in Kenya. YAA's support provided an authoritative report on the perennial problem of use, misuse and abuse of youth during electoral processes and lobbying of the relevant stakeholders such as law enforcers and the Electoral Commission of Kenya, to take necessary interventions to avert violence. This project promoted a positive and effective participation by the young people in the 2007 elections while reducing their involvement as perpetrators of electoral violence and such other related malpractices.

**Geographic Scope:** National

## **NATURAL RESOURCE MANAGEMENT/ADVOCACY**

#### **CENTER FOR ENVIRONMENTAL LEGAL RESEARCH AND EDUCATION (CREEL)**

**Project Title:** Enhancing access to environmental justice in Kenya

**Grant Period:** May 2007-July 2009 **Grant Amount:** \$83,674.00 **Status:** Closed

**Program Description:** CREEL advocates for good environmental governance through research, training and publication of environmental resources. KCSSP's CREEL's project trained judges, magistrates and prosecutors on environmental law enforcement; raised awareness and build the capacity of CSOs and private sector partners in environmental compliance. They also published a compendium on environmental laws, policies and regulations, and supported the development of a national strategy for access to environmental justice whilst piloting the implementation of environmental by-laws in selected local authorities.

**Geographic Scope:** National

#### **COASTAL OCEAN RESEARCH AND DEVELOPMENT IN THE INDIAN OCEAN (CORDIO) - EAST AFRICA**

**Project Title:** Promoting sustainable and responsible fishing in Kenya

**Grant Period:** Feb 2010 – July 2011 **Grant Amount:** \$99,943 **Status:** On-going.

**Project Description:** CORDIO hopes to contribute to coral reef biodiversity conservation, implement the education and awareness-raising activities, support the government in rolling out their Beach Management Unit training program, empower fisheries and coastal community-based organization (CBOs) with knowledge and tools in fisheries management, advocacy and policy development and provide recommendations for specific fisheries regulations within Kenya's new National Oceans and Fisheries Policy (2008).

**Geographic Scope:** Coast Region

## **EAST AFRICAN WILDLIFE SOCIETY**

**Project Title:** Effective advocacy coalition and partnership advancing good governance in Wildlife sector reforms in Kenya

**Grant Period:** May 2008 - May 2009 **Grant Amount:** \$64,947.00 **Status:** Closed

**Project Description:** The East African Wildlife Society is a regional NGO which through KCSSP's grant support, lobbied and advocated for the legislation / enactment of a new Wildlife Policy and Act which would provide a more enabling environment for Biodiversity and NRM activities in Kenya, establish an effective and efficient advocacy coalition (of civil society organizations including district and regional wildlife forums, landowners associations and private sector). They also facilitated the enhanced partnership, collaboration, communication, networking and access to information in the wildlife sector amongst the government, private sector, public, civil societies and mass media. In addition to this, they also initiated and piloted activities in two constituency Wildlife Associations and Committees from two contrasting wildlife provinces which tested the new or proposed wildlife policy and legislation/bill which generated lessons that can be used in the refinement of subsidiary wildlife legislation and regulations.

**Geographic Scope:** National

## **EAST AFRICAN WILDLIFE SOCIETY (EAWLS)**

**Project Title:** Advancing Consensus Building in Enactment and Implementation of a New Wildlife Law.

**Grant Period:** April 2010 – September 2011 **Grant Amount:** \$100,373. **Status:** On-going.

**Project Description:** In collaboration with the Institute for Law Environmental Governance (ILEG), and Netherlands Development Organization (SNV) EAWLS will facilitate and engage policy makers at Ministry of Forestry and Wildlife, KWS, cabinet, parliamentary committee on land, agriculture and natural resources, and members of parliament in dialogue that will ensure that the best possible Wildlife Bill is approved by cabinet and parliament. The partners will engage the media in a manner that will motivate and persuade policy makers in government adopt and legislate a good Wildlife law in Kenya.

Geographic Coverage: National

## **ENVIRONMENT LIAISON CENTRE INTERNATIONAL (ELCI)**

**Project Title:** Community Mobilization Assistance for Wildlife Policy and Legislation Review Regional Workshops

**Grant Period:** November 2006 - February 2007 **Grant Amount:** \$71,777.00 **Status:** Closed

**Project Description:** ELCI's mission is to make information a useful tool for environmental management and sustainable livelihoods with the aim of enhancing the capacity of communities and policy makers towards sustainable environmental management. The two short term Grant support they received from KCSSP, supported and complimented the Ministry of Tourism and Wildlife (MOTW) mobilize communities in 22 regions nationally to effectively participate in the wildlife policy and legislation review process.

**Geographic Scope:** National

## **FOREST ACTION NETWORK (FAN)**

**Project Title:** Empowering forest adjacent communities through advocacy for effective implementation of the new Forest Act for social justice and economic benefits

**Grant Period:** April-December 2007 **Grant Amount:** \$ 43,478.00 **Status:** Closed

**Project Description:** FAN advocates for an improved policy and legislative framework for the sustainable management of natural resources in Kenya. FAN's support created awareness among Community Forest Associations (CFAs), the public and other stakeholders by educating them on their roles and responsibilities as stipulated in the Forest Act, 2005. It supported structures and institutions established by the Forest Act, 2005 understand their respective roles to effectively implement the Act.

**Geographic Scope:** National

## **FOREST ACTION NETWORK (FAN) /KENYA FOREST WORKING GROUP (KFWG)**

**Project Title:** Support to community and institutional structures for successful implementation of the Forest Act 2005.

**Grant Period:** April 2008 – March 2009 **Grant Amount:** \$64,577 **Status:** Closed

**Program Description:** FAN in partnership with KFWG contributed to improved local community livelihoods and sustainable forest management through the effective implementation of the Forest Act, 2005. The project also supported the Kenya Forest Services (KFS) to develop and put in place formal mechanisms for the formation and operationalisation of the Forest Conservancy Committees (FCCs) and Community Forest Associations (CFAs). They also build and strengthened the capacity of intermediary and local institutional structures, build the capacity of FCCs

and National Alliance of Community Forest Associations (NACOFA), catalyzed and sustained an advocacy campaign on fast track implementation of the Forest Act.

**Geographic Scope:** National

#### **KENYA FOREST WORKING GROUP (KFWG)**

**Project Title:** Support to the Task Force on the Conservation of Mau Complex Forests

**Grant Period:** November 2008 – March 2009 **Grant Amount:** \$97,720 **Status:** Closed

**Project Description:** With support from KCSSP, KFWG enhanced bio-diversity conservation and water catchment functions of the Mau Forest Complex ecosystems, assessed and set priorities to promote sustainable livelihood options for local communities residing around the Mau Complex. This has helped restore the biodiversity and water catchment values of the Mau Complex.

**Geographic Scope:** National

#### **KENYA WILDLIFE WORKING GROUP (KFWG)**

**Project Title:** Enhancing the capacity of landowners to participate in and contribute to the Wildlife Policy development and implementation in Kenya

**Grant Period:** May 2007- March 2008 **Grant Amount:** \$56,533 **Status:** Closed

**Project Description:** KWWG is a coalition of over 15 registered regional wildlife forums spread in wildlife-rich regions across the country. KWWG facilitates the active involvement and participation of land owners and local communities in the policy and legislation formulation process on wildlife. Through the KCSSP grant, KWWG implemented a fact-based campaign among stakeholders from the grassroots to national level on the draft wildlife policy and legislation, lobbied parliamentarians and policy makers to ensure sound and timely Legislation of the Revised Wildlife Policy bill by November 2007; and involved the media so that they could sustain a healthy wildlife policy review debate in both electronic and print media.

**Geographic Scope:** National

#### **NATURAL RESOURCE MANAGEMENT/BUSINESS DEVELOPMENT SERVICES**

##### **AMBOSELI / TSAVO GAMES SCOUTS' ASSOCIATION (ATGSA)**

**Project Title:** Establishment of an Eco-Tented Camp

**Grant Period:** February 2010 – February 2011 **Grant Amount:** \$ 35,233 **Status:** On-going

**Project Description:** This project hopes to enhance both economical and environmental sustainability of the group ranches through assisting the association in raising both financial and technical resources through ecotourism development.

**Geographic Scope:** Loitokitok District, Amboseli Eco-system (Tsavo West National Park)

##### **AMBOSELI TSAVO GROUP RANCHES CONSERVATION ASSOCIATION (ATGRCA)**

**Project Title:** Institutional Support to Amboseli Tsavo Group Ranches Conservation Association (ATGRCA) and Marketing Support for Community Nature Based Enterprises in Amboseli Ecosystem, Kenya

**Grant Period:** October 2007- March 2009 **Grant Amount:** \$67,554 **Status:** Closed

**Project Description:** ATGRCA is an initiative of the Community of Amboseli ecosystem and their partners formed to advocate for the rights of the 7 group ranches around Amboseli National reserve, address conservation problems and to foster development in the group ranches. Through KCSSPs support, the project established a market- led approach to conservation by enhancing community – based eco-tourism on two group ranches in the Amboseli region. The program also facilitated a Value Chain Analysis (VCA) on the eco-tourism market chain, provided Institutional support to ATGRCA, provided Product Development and Marketing Support to two Eco-Camps and Business Performance for the two community camps.

**Geographic Scope:** Amboseli

##### **CULTURAL INITIATIVE FOR BIODIVERSITY CONSERVATION (CIBC)**

**Project Title:** Support and development of the Rombo Conservation Area, Rombo Group Ranch, in Loitokitok District, Kenya

**Grant Period:** February 2010 – February 2012 **Grant Amount:** \$ 56,408 **Status:** On-going

**Project Description:** The program hopes to increase conservation activities in the group ranch in partnership with community to ensure that the designated Rombo Conservancy becomes operational. At the same time, the project will seek to ensure that the area allocated as grazing area is planned for and used sustainably and ensuring that agricultural expansion into community-designated livestock grazing and conservation area is kept in check.

**Geographic Scope:** Rombo Group Ranch in Amboseli ecosystem (Tsavo West National Park)

#### **HELP SELF HELP CENTRE (HSHC)**

**Project Title:** Integration of Non Timber Forest Products in the livelihood systems of forest adjacent communities in Mt. Kenya West region

**Grant Period:** October 2007-March 2009 **Grant Amount:** \$62,309.00 **Status:** Closed

**Project Description:** Help Self Help Centre (HSHC) is a local NGO established and registered in 1993, with a mission to facilitate local communities living around forests to effectively and viably produce; process and market their agricultural and non-wood forest-based products. The project also forwarded a market – led approach to conservation by linking exploitation of non timber forest products (NTFPs) from Kabaru forest with the market. A Value Chain Analysis (VCA) on the cape chestnut oil supply chain as well as support and development of effective and efficient technology to extract the Cape chestnut oil which improved the quality of output and quality of products which established business relations with the private sector. In addition, this targeted business development services (BDS) which provided emerging entrepreneurs to support the cape chest nut oil supply chain.

**Geographic Scope:** Mount Kenya West Region

#### **HELP SELF HELP CENTRE (HSHC)**

**Project Title:** Western Mt. Kenya Landscape Economic Program

**Grant Period:** August 2010 – June 2012 **Grant Amount:** \$ 134, 440.00 **Status:** On-Going.

**Project Description:** The program aims at conserving biological diversity and environmental values of Mt. Kenya forest through the promotion of natural resource management, production and utilisation practices that provide sustainable economic opportunities.

**Geographic Scope:** Mount Kenya- West Region

#### **ICIPE (African Insect Science for Food and Health)**

**Project Title:** Enhancing the sustainability of two community – based medicinal plant enterprises adjacent to Kakamega forest as a means to improvement of livelihoods and conservation of biodiversity

**Grant Period:** April 2010-June 2012 **Grant Amount:** \$ 125,968.00 **Status:** On-Going.

**Project Description:** The project seeks to address the problem of threats to Kakamega forest by creating value-added alternative means of generating income for improving livelihoods of the communities living adjacent to Kakamega forest; conserving the biodiversity-rich forest by relieving some of the economic pressure on the forest resources; and enhancing awareness among the communities about the potential value of their biodiversity as a source of new commercial products and hence the need for its conservation.

**Geographic Scope:** Kakamega, Western Region

#### **JITUNZE ENVIRONMENTAL SELF HELP GROUP (JESHG)**

**Project Title:** Cold Trout Fish Farming

**Grant Period:** May 2010 – April 2010 **Grant Amount:** \$ 28,809.00 **Status:** On-Going

**Project Description:** The project seeks to enhance livelihoods empowerment and environmental conservation through embarking on a trout-fish project and a tree –nursery, which will involve planting of the same along the river line, communal grounds and individual members farms.

**Geographic Scope:** Kieni East Division Nyeri North District – Western Mt Kenya Landscape

#### **KIJABE ENVIRONMENTAL VOLUNTEERS (KENVO)**

**Project Title:** Promotion of community based conservation initiatives at Kijabe Escarpment Forest, Central Kenya

**Grant Period:** December 2010-July 2011 **Grant Amount:** \$59,780.00 **Status:** On-Going

**Project Description:** The Organization proposes to undertake a project that promotes community based ecotourism activities including cultural practices that enhance conservation of Kijabe Escarpment Forest, promote environmental awareness and support the improvement of local livelihoods.

**Geographic Scope:** Kijabe Escarpment Forest-Central Province

#### **KIUNGA, BONI, DODORI (KIBODO) TRUST**

**Project Title:** Community Initiatives in the Management, Conservation and Utilization of Natural resources within and in adjacent areas to the Kiunga Marine, Boni and Dodori National Reserves in Lamu and Ijara Districts – North Coast, Kenya

**Grant Period:** January 2008 – April 2010 **Grant Amount:** \$365,000 **Status:** On-going.

**Project Description:** Kibodo Trust is a community conservation and development organization, formed as a collaborative partnership to; conserve the unique terrestrial, coastal and marine resources; enhance the livelihoods of communities; and, improve security within the Kibodo area. Through KCSSP's support, KIBODO aims to initiate and develop a community driven conservation and development program with the goal of restoring and conserving biodiversity and developing the capacity of local communities to benefit from conservation efforts through setting up and building the capacity of a community –rooted institution, developing a biodiversity conservation and management system for the Kiunga, Boni, Dondori eco-region including a community scouts' network for security; wildlife protection, and ecosystem; and Contributing to improved livelihoods of the KIBODO community by promoting sustainable management of natural resources through eco-tourism, Nature Based Enterprises (NBEs) and sustainable agriculture.

**Geographic Scope:** Lamu and Ijara districts in the North Eastern corner of coastal Kenya

#### **Lake Naivasha Riparian Association (LNRA)**

**Project Title:** Nature based enterprises for biodiversity conservation within the lake Naivasha Watershed

**Grant Period:** 30 Months **Proposed Grant Amount:** \$ **Status:** Under negotiation.

**Project Description:** The program proposes to enhance the ecological integrity of a beautiful, diverse and productive wetland of national and international importance supporting sustainable socio-economic development through promoting the conservation of the Lake Naivasha ecosystem, promote Nature-Based Enterprises (NBEs) among the communities to increase income and alleviate poverty and promote capacity building among the communities for improved environmental management.

**Geographic Scope:**

#### **Mt. Kenya Tourism Circuit Association (TCA)**

**Project Title:** Strengthening Tourism and integration of community level eco-tourism ventures, within Mt. Kenya Tourism Circuit.

**Grant Period:** 30 Months **Proposed Grant Amount:** \$ **Status:** Under Negotiation

**Project Description:** The project proposes to address critical gaps in the regional tourism sector and natural resources conservation around which tourism is based, through increasing participation of community eco-tourism ventures, increase in the number of eco-tourism products, increase the number of tourists' arrivals and enhance the collective voice and network of corporate bodies and tourism players.

**Geographic Scope:**

#### **Mt. Kenya Burguret Conservation Forum (BCF)**

**Project Title:** Community economic empowerment through Nature Based Enterprises in Mt. Kenya

**Grant Period:** 12 months **Proposed Grant Amount:** \$ **Status:** Under Negotiation

**Project Description:** The project seeks to increase the income of the local communities through sustainable management of natural resources through supporting scaling up, diversification and new approaches to promote market-led NRM and biodiversity conservation interventions in bee keeping, water bottling, mushroom and bamboo farming.

**Geographic Scope:**

#### **MUILESHI CFA (Eco2librium LLC being co-implementer)**

**Project Title:** Forest Again

**Grant Period:** April 2010 – March 2012 **Grant Amount:** \$42,878.00 **Status:** On-Going

**Project Description:** The Forest Again program proposes to reforest indigenous Kakamega National Forest (targeting the area between Kakamega Forest and Yala Forest) by addressing the direct threats to biodiversity by increasing the total area available to species, establishing natural corridor between isolated forest fragments, reducing edge effects, and restoring riverine habitat.

**Geographic Scope:** Iloro Forest Kakamega District, Western Province

#### **NAKURU WILDLIFE CONSERVANCY (NWC) LTD**

**Project Title:** The Naivasha Community Ecotourism Development Program (NCEDP)

**Grant Period:** October 2007-March 2010 **Grant Amount:** \$173,076 **Status:** On-going

**Project Description:** Nakuru Wildlife Conservancy is incorporated as a private company limited by guarantee (not having share capital), under the Companies Act Cap 486. The project forwards a market – led approach to conservation by scaling up activities on integrated ecotourism business development among its members and local communities in the Lakes Nakuru and Naivasha wildlife dispersal area. The goal is to reduce pressure on the land based natural resources by adopting alternative livelihoods options more compatible with conservation. They hope to establish baselines for the

enterprise and conservation, facilitate establishment of four targeted eco-tourism ventures within the conservancy, develop and make operational a Naivasha Ecotourism Marketing Association (NaCoMA), and provide targeted business development services (BDS). In addition, facilitate the establishment of partnerships/collaborative ventures between the community and ecotourism stakeholders.

**Geographic Scope:** Narok & Nakuru

#### **NATURE KENYA (NK)**

**Project Title:** Increasing Local Communities Economic Benefits for Sustainable Resources Management

**Grant Period:** October 2007 - December 2009 **Grant Amount:** \$94,363 **Status:** Closed

**Project Description:** Nature Kenya is the Kenyan branch of the East Africa Natural History Society (EANHS, founded in 1909). It is a membership organization which is open to all at a subscription fee. This project forwarded a market – led approach to conservation by facilitating four Site Support Groups (SSGs) engage in nature-based enterprises to establish and incubate select nature based enterprises in four biologically important areas – Kakamega Forest, Kinangop Highland Grasslands, Mt Kenya and Dunga Swamps. Through KCSSP's support, the target enterprises which include bee keeping, ecotourism, mountaineering, tour guiding, eco-bandas, watch towers and crafts received targeted business development services (BDS) which will enhance biodiversity conservation by and for the local communities while maximizing incomes for sustainable community livelihoods.

**Geographic Scope:** Kakamega Forest- Western Region, Kinangop Highland Grasslands-Central, Mt. Kenya Region and Dunga Swamps- Kisumu

#### **SELF HELP AFRIC (SHA)**

**Project Title:** Scaling up Market led NRM Interventions in Gilgil and Elementaita Divisions, Naivasha District

**Grant Type:** Large Grant

**Grant Period:** May 2010- October 2011 **Grant Amount:** \$ 87,304.00 **Status:** On-Going

**Project Description:** SHA hopes to improve sustainable livelihoods in Gilgil and Elementaita Divisions by facilitating the establishment of two commercial multipurpose tree nurseries in Elementaita and Gilgil by December 2010, scale up on farm tree planting for 4,000 households in Elementaita and Gilgil by December 2010, facilitate two women groups access to 2,000 assorted energy saving devices and promote their utilization by December 2010. The project will also strengthen the capacities of four communal groups in effective marketing of nature based enterprises in Elementaita and Gilgil Divisions by December, 2010.

**Geographic Scope:** Gilgil Division, Naivasha District

#### **TESIA ISANGA ORGANIZATION (TIO)**

**Project Title:** Strengthening Communities Capacity to undertake NBE's in Taita region for livelihood and Environmental Conservation

**Grant Period:** February 2008 – March 2010 **Grant Amount:** \$74,281 **Status:** Closed

**Project Description:** TIO aims to contribute to the well being of the Taita community and eco-system functioning through natural resources conservation and improvement of the community's livelihood. The project forwarded a market – led approach to conservation by enhancing value addition of high value dry land crops and facilitating market linkages, carrying out a Value Chain Analysis (VCA) on three target crops/ products, promote production, value addition, branding and marketing of Amaranth, Moringa and Aloe derived products for food, medicinal and animal feed among the Taita community which will reduce pressure on LUMO conservancy and rangeland resources. They also facilitated provision of targeted Business Development Services (BDS) to enhance enterprise formalization, access to value addition and input supplies services,

**Geographic Scope:** Taita-Taveta

#### **THIGU ENVIRONMENTAL FORUM (TEF)**

**Project Title:** Renewable Biomass Energy for Better Livelihoods Project in Western Mt.Kenya Landscape.

**Grant Period:** July 2010 – June 2011 **Grant Amount:** \$ 22,160.00 **Status:** On-Going

**Project Description:** The proposed project seeks to contribute to reducing pressure on Thigu Forest resource of Western Mt. Kenya Landscape, by providing commercially viable alternative sources of energy to the community members, who depend on the resource for livelihood and energy provision.

**Geographic Scope:** Western Mount Kenya Region

## **PEACE BUILDING AND CONFLICT MANAGEMENT**

#### **ACTION TIMES FAMILY CARE (AT.FAMICA)**

**Project Title:** *Tafadhali Tuongee!* A Youth Community Driven Peace Initiative Targeting Resident Communities in Rongo and Uriri Districts

**Grant Period:** February 2010-July 2011 **Grant Amount:** \$62,139 **Status:** On-Going.

**Project Description:** Through the KCSSP funded grant, AT-FAMICA hopes to establish Youth Forums by the end of 2011 and empower local community youth-led groups to gain skills and knowledge on conflict management, peace building to promote and sustain peaceful co-existence and respect for an observance of human rights by 2011.

**Geographic Scope:** Migori

#### **AFRICA PEACE FORUM**

**Project Title:** Kenyan Rapid Response Fund

**Grant Period:** July 2009-June 2010 **Grant Amount:** \$ 59,941 **Status:** On-Going.

**Project Description:** APFO's goal is to develop and strengthen the rapid assessment and early response to violent conflict in Kenya by working with established and developing peace- building structures at district level which support the conflict mitigation work of the NSC.

**Geographic Scope:** National

#### **ANGLICAN CHURCH OF KENYA – ELDORET REGION**

**Project Title:** Strengthening Peace Efforts in the North Rift (SPEN)

**Grant Period:** July 2008 – June 2009 **Grant Amount:** \$94,910 **Status:** Closed

**Project Description:** ACK worked with their church based structures in the promotion of peace, reconciliation and inter-ethnic tolerance in the greater Uasin Gishu and Trans Nzoia districts, some of the worse hit areas during the 2007 post-election violence. As a result of the project, tolerance amongst resettled and resettling communities displaced by the violence increased as community capacities for conflict mitigation were notably improved. The ACK has through this project improved its quest for inclusiveness of approach and endeared itself as viable peace actor in the two districts.

**Geographic Scope:** North Rift Region

#### **ANGLICAN CHURCH OF KENYA ELDORET REGION CHRISTIAN COMMUNITY AND CATHOLIC JUSTICE AND PEACE COMMISSION OF ELDORET**

**Project Title:** Strengthening Peace Initiatives in the North Rift (SPIN)

**Grant Period:** May 2010 – April 2011 **Grant Amount:** \$ 52,480.00 **Status:** On-Going.

**Project Description:** This project aims to promote sustainable peace in the North Rift region of Kenya by increasing the capacity of local communities to understand the relevance of Agenda 4 reforms on their daily lives and advocate for their implementation, building community cohesion and interaction through dialogue and to develop stakeholders knowledge on the NSC, the National research Institute for early warning and the draft National Peace

**Geographic Scope:** North Rift Region

#### **CARE INTERNATIONAL IN KENYA**

**Project Title:** “Building a network of Peace: Bridging peace message in Kibera” (B-NEP)

**Grant Period:** December 2008 – November 2009 **Grant Amount:** \$91,672 **Status:** Closed.

**Project Description:** Through this program, CARE has established a strong network of grassroots organizations involved in peace building activities in Kibera. The groups have contributed to peace in the informal settlement by involving youth in theatre, sporting and information sharing initiatives. The groups that make up the network have improved their peacebuilding skills as a result of this initiative. Community participation has been a notable achievement through-out this project.

**Geographic Scope:** Nairobi.

#### **CATHOLIC JUSTICE AND PEACE COMMISSION Kitale (CJPC)**

**Project Title:** Peace-building and Reconciliation

**Grant Period:** May 2010 – April 2011 **Grant Amount:** \$ 26,661 **Status:** On-going

**Project Description:** CJPC will work with the structures of the Catholic Church in Kitale Diocese to enhance cohesion and peaceful interaction between communities that were affected by post-election violence in the Larger Trans-Nzoia area through community dialogues and sponsoring peace games among youth in the region

**Geographic Scope:** Kitale.

### **CATHOLIC JUSTICE AND PEACE COMMISSION Mombasa (CJPC)**

**Project Title:** Kilifi & Taveta Peace Building Project

**Grant Period:** August 2010- January 2012 **Grant Amount:** \$ 111,557 **Status:** On-Going.

**Project Description:** CJPC hopes to work with the structures of the Catholic Church in the four conflict areas in Taveta and Kilifi, and initiate dialogue towards their resolution so as to reduce animosity between different Communities through targeted interventions in four conflict areas, enhance the visibility of local peace structures and build the capacity of youth in Peace building and Conflict transformation.

**Geographic Scope:** Coast Region- Kilifi and Taveta

### **CENTRE FOR PEACE AND DEMOCRACY (CEPAD)**

**Project Title:** Strengthening Peace building in Kisumu (Kondele, Manyatta and Mamboleo Estates) through Inter and Intra Community Dialogue and Advocacy.

**Grant Period:** March 2010 – August 2011 **Grant Amount:** \$ 83,048 **Status:** Closed

**Project Description:** The project is designed to improve ethnic and political tolerance among the communities and political players in Manyatta, Kondele and Mamboleo estates of Kisumu city. This will be pursued through activities to improve understanding of conflict dynamics in Kisumu city by conducting conflict analysis, strengthening local peace-building structures, promoting inter and intra community dialogue, and facilitating civic education on National Accord and Reconciliation processes for harmonious coexistence.

**Geographic Scope:** Kisumu.

### **CATHOLIC RELIEF SERVICES**

**Project Title:** Rift Valley Peace & Reconciliation Project

**Grant Period:** August 2008 – July 2009 **Grant Amount:** \$149,647 **Status:** Closed.

**Project Description:** Catholic Relief Services has been providing services to the people of Kenya since the early 1960s, addressing the major causes of poverty including drought, floods, disease and injustice. Together with the Kenya Ecumenical Commission, National Council of Churches of Kenya and the Inter-Religious Foundation, CRS strengthened the church based structures as instruments of peace and enhanced community involvement in the resettlement of displaced communities in these areas.

**Geographic Scope:** Rift Valley Region

### **THE CAUCUS FOR WOMEN'S LEADERSHIP (CWL)**

**Project Title:** Promote Women's Contribution to fostering a Culture for Peace and Non-Violent means of conflict resolution

**Grant Period:** August 2008 - July 2009 **Grant Amount:** \$99,700 **Status:** Closed.

**Project Description:** The Caucus for Women's Leadership's goal is to promote women's contribution in fostering a culture of peace and non-violent means of conflict resolution. Through the KCSSP grant, they enhanced conflict resolution skills for Women Regional Assembly leaders, build a strong foundation of community support to prevent violence and prepared women to participate in the Truth, Justice and Reconciliation Commission through Inception of workshops, Capacity building trainings, Inter-community Peace Forums.

**Geographic Scope:** Kuresoi, Trans Nzoia, Uasin Gishu, Bureti and Kisumu.

### **CAUCUS FOR WOMEN'S LEADERSHIP (CWL)**

**Project Title:** Building a strong foundation for conflict prevention

**Grant Period:** October 2008- January 2010 **Grant Amount:** \$ 99,700.00 **Status:** Closed.

**Project Description:** CWL is a national umbrella network for organizations working on women's rights issues. The CWL harnessed the participation of women in peacebuilding in Nyanza, and the Rift Valley, through the Women's Regional Assemblies. As a result, awareness was created on the national reform process and memoranda prepared for presentation to the TJRC. Women in the two provinces have become agents of peace, spearheading reconciliation and integration initiatives.

**Geographic Scope:** Rift Valley Region-Uasin Gishu, Transzoia, Bureti, Molo, Kuresoi and Kisumu.

### **CENTRE FOR CONFLICT RESOLUTION**

**Project Title:** Conflict Prevention and Management

**Grant Period:** August 2008 – July 2009 **Grant Amount:** \$99,962 **Status:** Closed

**Project Description:** The Center for Conflict Resolution's core activities are mainly in the areas of conflict prevention, management, resolution and peace building. Through this program, CCR promoted respect for the observance of

human rights, empower local communities with skills and knowledge on peace building, advocated for policy reforms that will ensure sustainable peace in the target areas and empowered communities in the project target areas to effectively contribute towards the on-going reforms.

**Geographic Scope:** Nakuru, Samburu, Laikipia, Bunt Forest, Timboroa, Molo and Naivasha. Nakuru, Samburu, Laikipia, Molo and Naivasha

#### **COALITION FOR PEACE IN AFRICA (COPA)**

**Project Title:** COPA Trauma Awareness Project

**Grant Period:** August 2008 – June 2010 **Grant Amount:** \$ 112, 031.00 **Status:** On-going.

**Project Description:** COPA is undertaking trauma awareness meetings amongst communities affected by conflict in Nyanza, Mt Elgon, and the Rift Valley. This has enhanced communities' management mechanisms including psycho social support and has facilitated increased empathy amongst previously ignorant communities. The experiences of communities and methodologies utilized in this process will be documented for wider learning purposes. Offers continual practical support to people and organizations on the ground faced with volatile.

**Geographic Scope:** Eldoret, Burnt Forest, Turbo, Kimumu, Mt. Elgon, Kopsiro, Chwele-Bungoma

#### **COAST INTERFAITH CLERICS COUNCIL (CICC)**

**Project Title:** Peace Building and Conflict Management

**Grant Period:** May 2010 – December 2011 **Grant Amount:** \$ 112, 516.00 **Status:** On-Going.

**Project Description:** CICC hopes to build the voice of clerics at the coast in the promotion of peace and community cohesion and mentor youth in their role as agents of peace.

**Geographic Scope:** Taveta, Tana Delta, Kilindini, Mombasa, Kilifi, Kwale and Malindi.

#### **FOUNDATION FOR WOMEN'S RIGHTS IN KENYA**

**Project Title:** Advancing Grassroots Women's Agenda in the National Reconciliation and Reconstruction Process in Kenya.

**Grant Period:** July 2008 – September 2009 **Grant Amount:** \$98,345 **Status:** Closed.

**Project Description:** The project sought to mainstream women's agenda in peace building and reform processes through increasing women's awareness on the ongoing national reform process, enhancing their capacity to consolidate their agenda and popularizing the agenda at local and national levels. Key socio-economic, civil and political rights of women to be addressed include: representation in decision making and political process, access to justice, property and inheritance rights and gender based violence. The project increased awareness on the national reconciliation and reconstruction agenda among the grassroots women in 13 districts distributed in 8 provinces.

**Geographic Scope:** National

#### **GENDER AND DEVELOPMENT CENTRE (GADECE)**

**Project Title:** Peace Building and Conflict Transformation in Kisumu City Slums

**Grant Period:** April 2010-September 2011 **Grant Amount:** \$83,907.00 **Status:** On-Going.

**Project Description:** GADECE hopes to promote peaceful co-existence, healing and reconciliation between and among residents of Kisumu City slums by conducting a joint conflict analysis with other partner organizations working on peace building and conflict transformation in Kisumu city, to enhance dialogue and reconciliation between and amongst ethnic groups living in the slums by the end of the project period and to also build capacity and skills of the target population on building and conflict transformation initiative.

**Geographic Scope:** Kisumu.

#### **GENDER EQUITY NETWORK (GE-NET)**

**Project Title:** Bomet –Narok South Peace Building Project

**Grant Period:** July 2010 – June 2011 **Grant Amount:** \$67,123.00 **Status:** On-Going.

**Project Description:** Ge-Net aims to harmonize co-existence among different ethnic communities living in Narok South and Bomet districts. They hope to establish a baseline on Peace and Conflict in Narok South and Bomet as part of the wider Central and South Rift Region, enhance participation of women in community level peacebuilding and national reforms and enhance cohesion amongst youth from these communities.

**Geographic Scope:** Narok South and Bomet

#### **GHETTO FILM TRUST**

**Project Title:** A Community-based Media and Cultural Initiative on Peace-building and Reconciliation in Kenya

**Grant Period:** August 2008 – February 2010 **Grant Amount:** \$87,170 **Project Status:** Closed.

**Project Description:** Ghetto Film Club is a young organization that brings together talented youth based in the informal settlements of Mathare and Korogocho. Through this project, the youth developed and screened amongst the community, movies based on the causes of and experiences of youth during the post election violence. The movies depicted the various ways in which youth were affected by the violence, whilst including a message of peace and harmony. In total, three movies were produced and screened, one of which was nominated for an award at the Kenya Film Festival.

**Geographic Scope:** Nairobi.

#### **ILISHE TRUST**

**Project Title:** Creation of Lasting Harmony between Coastal and up country people living in Mombasa and Kwale districts

**Grant Period:** August 2008-July 2009 **Grant Amount:** \$45,393 **Project Status:** Closed.

**Project description:** Through the KCSSP grant, Ilishe created harmony between Coastal and up country people living in Mombasa and Kwale by establishing and strengthening peace structures in the two districts, promoted inter-ethnic dialogue on issues that caused the post – election violence and educated the communities on the informed contributions during the Truth, Justice, and Reconciliation Commission.

**Geographic Scope:** Mombasa and Kwale

#### **INTERNEWS NETWORK**

**Project Title:** Reporting for Peace: Assistance to the Kenya Media in support of Conflict Mitigation, Peace and Reconciliation

**Grant Period:** February-August 2008 **Grant Amount:** \$49,991 **Status:** Closed.

**Project Description:** Internews' mission is to empower people worldwide with news and information they need, the ability to connect and the means to make their voices heard through training, production, media infrastructure and media law and policy. Internews' support, through a series of media roundtables, helped Kenya's media community identify and address the challenges faced in covering the country's political crisis.

**Geographic Scope:** National

#### **KENYA COMMUNITY SUPPORT CENTRE (KECOSCE)**

**Project Title:** Strengthening Local Capacities for Peace and Stability in the Coast

**Grant Period:** July 2010 – December 2011 **Grant Amount:** \$107,708.00 **Status:** On-Going.

**Project Description:** Working with youth, women and peace committees in Tana delta, Kilifi and Malindi to build sustainable peace by advocating for the national peace policy, creating awareness on agenda 4 and building citizens' participation in the reform agenda.

**Geographic Scope:** Coast Region- Tana Delta, Kilifi and Malindi

#### **KITUO CHA SHERIA (KCS)**

**Project Title:** Conflict Mitigation and Reforms Initiative (CMRI)

**Grant Period:** July 2010 – June 2011 **Grant Amount:** \$90,847.00 **Status:** On- Going.

**Project Description:** Through this grant, Kituo Cha Sheria hopes to empower local communities to utilize peaceful avenues of resolving emerging and historical land related problems, broaden the public understanding of the TJRC, create awareness on existing peace structures and policy discourse and enhance the skills of local communities to make informed decisions and monitor government progress and commitment towards the implementation of key reform items for peace and posterity.

**Geographic Scope:** Coast Region

#### **LEWA WILDLIFE CONSERVANCY (LWC)**

**Project Title:** Emergency Support to Shaba National Reserve

**Grant Period:** October 2009 – February 2010 **Grant Amount:** \$22,057.00 **Status:** Closed.

**Project Description:** LEWA Conservancy enabled the voluntary movement of livestock and ethnic groups from the reserve marked reduction in tension within the bounds of Shaba, Improved safety for tourists, tourism facilities and wildlife due to subsequent reduction of illegal firearms in the reserve, enabled the resumption of reserve management's presence within the reserve and formed an effective community location forum between reserve management and neighbouring communities and developed communication protocols between reserve management and community institutions as a means for early warning and conflict resolution.

**Geographic Scope:** Northern Rangelands

### **LEGAL RESOURCES FOUNDATION**

**Project Title:** Paralegals and Community Justice Systems as Tools of Peace Building and Restorative Justice

**Grant Period:** July 2008 – March 2009 **Grant Amount:** \$34,990 **Status:** Closed.

**Project Description:** LRF works to enhance access to justice for the poor, marginalized and disadvantaged in Kenya. They identified, strengthened and addressed the conflict and peace issues in Kipkelion, built a consensus on the use of Community / Traditional Justice Systems in peace building efforts with key stakeholders as well as strengthened paralegals to enhance access to justice for the poor and vulnerable affected during the post conflict period in the same area.

**Geographic Scope:** Kipkelion Constituency-Rift Valley Province

### **MANDERA WOMEN FOR PEACE AND DEVELOPMENT**

**Project Title:** Response to Garre-Murale Conflict in Lafey, Wargadud, Warankara, Gari, El-Wak, Alungo, Koromey and Mandera town

**Grant Period:** December 2008 – March 2009 **Grant Amount:** \$8,323 **Status:** Closed.

**Project Description:** Through this grant MWPD strengthened the security through local community initiatives and contributed towards the peace committees' ability to prevent, mitigate and respond to conflict within the conflict border areas of Somalia and Ethiopia.

**Geographic Scope:** Somalia and Ethiopia Borders

### **MUSLIMS FOR HUMAN RIGHTS (MUHURI)**

**Project Title:** Land, Peace, Security and Development

**Grant Period:** July 2010 – June 2011 **Grant Amount:** \$ 87, 132.00 **Status:** On-Going.

**Project Description:** Working with Muslims to advocate for the passing of the land policy and creating awareness amongst Muslims on the national accord reconciliation ACT and enhancing Muslims participation in the implementation of agenda four.

**Geographic Scope:** Coast Region- Mombasa, Kaloleni, Malindi, Kilifi and Tana River

### **NATIONAL COUNCIL OF CHURCHES OF KENYA (NCK)**

**Project Title:** National Campaign and Advocacy on Healing and Reconciliation

**Grant Period:** August 2008-July 2009 **Grant Amount:** \$96,224.00 **Status:** Closed

**Project Description:** NCK facilitated initiatives that contributed to national healing and reconciliation in Kenya by reducing polarization of communities that had been brought about by the post-election violence which fostered healing and trust. They developed common national values on healing and reconciliation which is guiding the council's interventions in relation to ethnicity, truth, justice and reconciliation. NCK facilitated the debate / dialogue on ethnicity, truth, justice and reconciliation and lobbied for the enactment and implementation of the National Ethnic and Race Relations Bill, the Truth, Justice and Reconciliation Commission Bill and the National Peace Building and Conflict Management policy.

**Geographic Scope:** National

### **NATIONAL COUNCIL OF CHURCHES OF KENYA (NCK) - South Rift**

**Project Title:** NCK South Rift Reconciliation Program

**Grant Period:** July 2010 – December 2010 **Grant Amount:** \$ 143, 088.00 **Status:** On-Going.

**Project Description:** NCK hopes to promote peaceful co-existence in South Rift Valley by having a clear understanding of the conflict situation in South Rift (Nakuru, Molo, Njoro, Narok, Bomet, Bureti, Kericho and Naivasha districts), facilitating the creation of safe spaces for presentation and addressing of historical grievances by targeted communities and having home-grown solutions to the drivers of conflict in their localities.

**Geographic Scope:** South Rift Region: Nakuru, Molo, Njoro, Narok, Bomet, Bureti, Kericho and Naivasha.

### **PEACE-NET TRUST**

**Project Title:** Facilitating Effective Community Reconciliation through Enhanced Information Management

**Grant Period:** February 2008 – January 2009 **Grant Amount:** \$99,689 **Status:** Closed

**Project Description:** Peace-Net Trust is committed to encourage collaboration, facilitation and mobilization of local initiatives for peace building, promotion of justice and conflict resolution. The KCSSP grant assisted Peace-Net to strengthen on-going dialogue and reconciliation of national and community efforts through mapping and information sharing, promoting dialogue and reconciliation in 22 epicenters of the post election violence. This resulted to up to date and verified information on all leadership and reconciliatory initiatives in affected communities, ensured that the capacity of communities to organize peace and reconciliation processes is recognized by all actors and that all lessons learnt

about the current crisis are captured to be used for influencing the content and adoption of the Draft Peace Building and Conflict Management Policy.

**Geographic Scope:** Rift Valley, Nyanza, Western, Nairobi, Central, Coast and in Eastern and North Eastern towns.

#### **PRACTICAL ACTION**

**Project Title:** Mitigating Conflicts in Northern Kenya II

**Grant Period:** August 2008 – October 2008 **Grant Amount:** \$119,031 **Status:** Closed.

**Project Description:** Practical Action seeks to build the capacity of communities to identify, prevent, mediate and resolve conflict; facilitate dialogue among various stakeholders; as well as assist the voluntary resettlement of displaced persons. Practical Action's support from KCSSP helped strengthen the effectiveness of community based conflict – sensitive approaches to peace building and conflict resolution and sustainable natural resources management in three new Districts created out of the former Mandera District.

**Geographic Scope:** North Eastern Region-Mandera Central, Mandera East and Mandera West

#### **RURAL AIDS PREVENTION AND DEVELOPMENT ORGANIZATION (RAPADO)**

**Project Title:** Migori Conflict Transformation Project

**Grant Period:** February 2010-January 2011 **Grant Amount:** \$ 59,301 **Status:** Closed.

**Project Description:** RAPADO's goal is to contribute to the peaceful co-existence among different ethnic and social groups in Migori and Nyatike Districts by enhancing dialogue and conflict sensitivity through a better understanding the underlying causes and actors of the post-election conflict in Migori and Nyatike Districts by December 2009. This will contribute to the reduction of negative ethnicity in promoting equality, justice, democratization and respect for human rights by end of 2010 and by establishing linkages amongst actors and stakeholders at all levels.

**Geographic Scope:** Migori

#### **REHEMA KENYA ENTERPRISE DEVELOPMENT ORGANISATION (REKO)**

**Project Title:** Mt Elgon, a Mountain of hope

**Grant Period:** 9 Months (August 2008 – April 2009) **Grant Amount:** \$49,808 **Status:** Closed.

**Project Description:** REKO conducted a conflict trend analysis within the district, which then informed interventions centered around building community capacity for peace and enhancing dialogue amongst ethnic communities. As a result of these initiatives a committee of elders held a series of meeting with the provincial administration regarding the issuance of title deeds in a just and transparent manner.

**Geographic Scope:** Mt. Elgon

#### **WAJIR PEACE AND DEVELOPMENT AGENCY (WPDA)**

**Project Title:** Strengthening Peace Structures in Wajir

**Grant Period:** August 2007 – November 2008 **Grant Amount:** \$70,000 **Status:** Closed

**Project Description:** WPDA is an organization that carries out peace building activities in the three districts of Wajir. Through KCSSP's Grant, WPDA set up conflict management structures in newly created districts of Wajir West, North and South and enhanced the capacity of the newly formed peace structures to resolve communal conflicts and strengthen community level advocacy for articulation of issues at the national level.

**Geographic Scope:** Wajir West, Wajir South and Wajir North

#### **WAJIR PEACE AND DEVELOPMENT AGENCY (WPDA)**

**Project Title:** Enhancing the capacities of peace committees in 4 Districts of the Greater Wajir

**Grant Period:** 6 Months **Grant Amount:** \$42,886.00 **Status:** Closed.

**Project Description:** WPDA is an organization that carries out peace building activities in the three districts of Wajir. Through the KCSSP grant, WPDA intends to enhance the capacity of the peace structures to make them ready to meet the challenges arising from the coming administrative and political boundaries review and the other general causes of conflict by facilitating the formation of district conflict management committees which will then enhance the capacity of locational level (grassroots) Peace Committees on conflict resolution. They intend to have semi autonomus district conflict committees in every district that will that will in-future handle all conflict management activities in their respective districts, thus enhancing sustainability and promote ownership.

**Geographic Scope:** Wajir West, Wajir South and Wajir North

#### **YOUNG WOMEN CHRISTIAN ASSOCIATION (YWCA)**

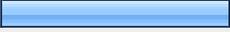
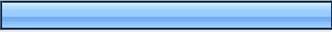
**Project Title:** Conflict Prevention, Mitigation and Peace Building

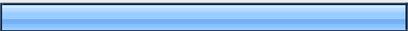
**Grant Period:** March 2010-February 2011 **Grant Amount:** \$ 26,021.00 **Status:** On-Going

**Project Description:** YWCA hopes to increase the capacity of 5 youth peace clubs within Obunga/Nyawita informal settlement in Kisumu to manage conflict and build peace. They hope to strengthen the peace-building skills of 60 youths through training in order to reach out the entire community by the end of the program and increase the visibility of 5 youth peace clubs in Obunga/ Nyawita through peace forums and cultural activities.

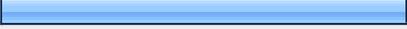
**Geographic Scope:** Kisumu

**APPENDIX ⇒ SURVEY RESULTS**

1. What is your position in your organization?			Response Percent	Response Count
Executive / Senior Management			36.7%	33
<b>Technical or program</b>			<b>53.3%</b>	<b>48</b>
Administrative or support			10.0%	9
Other (please specify)			0.0%	0
<i>answered question</i>				<b>90</b>
<i>skipped question</i>				<b>0</b>

2. Are you			Response Percent	Response Count
Male			65.6%	59
Female			34.4%	31
<i>answered question</i>				<b>90</b>
<i>skipped question</i>				<b>0</b>

### 3. What is your relationship with the Kenyan Civil Society Strengthening Project (KCSSP)?

		Response Percent	Response Count
KCSSP Implementing Partner / grantee		65.6%	59
KCSSP beneficiary		3.3%	3
Member of the business community		2.2%	2
Government Agency		0.0%	0
USAID		1.1%	1
Other development assistance implementer		6.7%	6
Project Staff		21.1%	19
Other (please specify)		0.0%	0
<b>answered question</b>			<b>90</b>
<b>skipped question</b>			<b>0</b>

### 4. What program area most closely relates to the technical area of your grant?

		Response Percent	Response Count
<b>Democratic Governance</b>		47.1%	32
Integrated business and biodiversity conversation		5.9%	4
NRM/biodiversity Advocacy and Governance		13.2%	9
Conflict Management		26.5%	18
Organizational Development		1.5%	1
Grants Management		5.9%	4
<b>answered question</b>			<b>68</b>
<b>skipped question</b>			<b>22</b>

**5. Policy advocacy and sustainability: What progress have you experience regarding the results expected under objective 1? Specifically, in the pas years (since 2006)...**

	Significantly Improved	Improved	About the same	Worse	Significantly Worse	Do not know	Rating Average
a. Capacity to monitor government reform and ensure transparency and accountability is:	22.8% (13)	<b>70.2% (40)</b>	5.3% (3)	0.0% (0)	0.0% (0)	1.8% (1)	4.18
b. Capacity to effectively manage policy change is:	25.9% (14)	<b>61.1% (33)</b>	11.1% (6)	0.0% (0)	0.0% (0)	1.9% (1)	4.15
c. Long term viability and effectiveness is:	20.4% (11)	<b>57.4% (31)</b>	16.7% (9)	0.0% (0)	0.0% (0)	5.6% (3)	4.04
Optional comments:							
<i>answered question</i>							
<i>skipped question</i>							

**6. What progress have you experienced regarding NRM results expected under objective 1? Specifically, in the past four years (since 2006)...**

	Significantly Improved	Improved	About the same	Worse	Significantly Worse	Do not know	Rating Average
a. The policy and legislation environment for biodiversity and natural resources management is:	23.7% (9)	<b>50.0% (19)</b>	5.3% (2)	0.0% (0)	0.0% (0)	21.1% (8)	4.23
b. Capacity to manage/monitor biodiversity and natural resources is:	20.5% (8)	<b>48.7% (19)</b>	10.3% (4)	0.0% (0)	0.0% (0)	20.5% (8)	4.13
c. Support for market-led approaches and conservation-focused businesses is:	<b>35.9% (14)</b>	30.8% (12)	12.8% (5)	0.0% (0)	0.0% (0)	20.5% (8)	4.29
Optional comments:							
<i>answered question</i>							
<i>skipped question</i>							

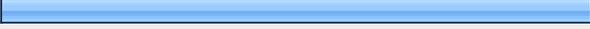
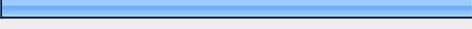
**7. What progress have you experienced regarding results expected under objective 2? Specifically, in the past four years (since 2006)...**

	Significantly improved	Somewhat improved	About the same	Worse	Significantly worse	Don't know	Rating Average
a. The framework for peace and reconciliation that promotes peaceful resolution of differences is:	39.6% (19)	<b>41.7% (20)</b>	8.3% (4)	0.0% (0)	0.0% (0)	10.4% (5)	11.52
b. The policy and legislative environment for conflict management and peace building is:	30.4% (14)	<b>47.8% (22)</b>	10.9% (5)	0.0% (0)	0.0% (0)	10.9% (5)	11.85
c. CSO conflict sensitivity to manage violent conflict is:	<b>41.7% (20)</b>	35.4% (17)	10.4% (5)	2.1% (1)	0.0% (0)	10.4% (5)	11.48
Optional comments:							
<i>answered question</i>							
<i>skipped question</i>							

**8. (optional) Do you have any examples to illustrate your views on the above?**

	Response Count
	24
<i>answered question</i>	<b>24</b>
<i>skipped question</i>	<b>66</b>

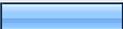
**9. What do you consider to be the three most significant factors (positive and negative) causing these changes?**

		Response Percent	Response Count
1.		100.0%	47
2.		95.7%	45
3.		76.6%	36
<b>answered question</b>			<b>47</b>
<b>skipped question</b>			<b>43</b>

**10. Please indicate the extent to which you agree with the following statements:**

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Rating Average	Response Count
a. KCSSP's strategy to advance reforms and promote peace is relevant in Kenya today;	<b>62.9% (39)</b>	33.9% (21)	0.0% (0)	0.0% (0)	3.2% (2)	4.79	62
b. KCSSP is making a positive contribution toward peace and reform in Kenya.	<b>53.2% (33)</b>	43.5% (27)	0.0% (0)	0.0% (0)	3.2% (2)	4.69	62
c. KCSSP is reaching a sufficient number of organizations (CSOs, CBOs, local peace structures and Government bodies) in Kenya.	31.7% (20)	<b>44.4% (28)</b>	14.3% (9)	1.6% (1)	7.9% (5)	8.76	63
					Optional comments:		5
<b>answered question</b>							<b>63</b>
<b>skipped question</b>							<b>27</b>

**11. Please indicate the KCSSP activities that you have participated in or utilized, if any.**

		Response Percent	Response Count
Received a grant		66.2%	45
<b>Technical training programs</b>		<b>75.0%</b>	<b>51</b>
<b>Organizational development programs</b>		<b>75.0%</b>	<b>51</b>
Policy Reformulation Roundtables or Conferences		19.1%	13
Specialized research or studies		2.9%	2
None		0.0%	0
KCSSP Project Staff		36.8%	25
Other (please specify)		4.4%	3
		<b><i>answered question</i></b>	<b>68</b>
		<b><i>skipped question</i></b>	<b>22</b>

**12. What trends do you see within Kenyan CSOs related to the results expected under objective 1? Specifically, in the past four years (since 2006)...**

	Significantly Improved	Improved	About the same	Worse	Significantly Worse	Do not know	Rating Average
a. The capacity of CSOs to monitor government reform and ensure transparency and accountability is:	0.0% (0)	<b>90.0% (9)</b>	0.0% (0)	0.0% (0)	0.0% (0)	10.0% (1)	4.00
b. The capacity of CSOs to effectively manage policy change is:	30.0% (3)	<b>50.0% (5)</b>	20.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	4.10
c. The long term viability and effectiveness of CSOs is:	10.0% (1)	40.0% (4)	<b>50.0% (5)</b>	0.0% (0)	0.0% (0)	0.0% (0)	3.60
d. The policy and legislation environment for biodiversity and natural resources management is:	<b>30.0% (3)</b>	<b>30.0% (3)</b>	20.0% (2)	10.0% (1)	0.0% (0)	10.0% (1)	4.00
e. The CSO capacity to manage/monitor biodiversity and natural resources is:	20.0% (2)	20.0% (2)	<b>50.0% (5)</b>	0.0% (0)	0.0% (0)	10.0% (1)	3.67
f. Support for market-led approaches and conservation-focused businesses is:	10.0% (1)	30.0% (3)	<b>40.0% (4)</b>	10.0% (1)	10.0% (1)	0.0% (0)	3.70
						Optional comments:	
						<i>answered question</i>	
						<i>skipped question</i>	

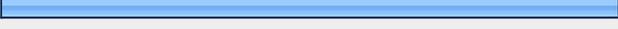
**13. What trends do you see within Kenyan CSOs related to the results expected under objective 2? Specifically, in the past four years (since 2006)...**

	Significantly improved	Somewhat improved	About the same	Worse	Significantly worse	Don't know	Rating Average
a. The framework for peace and reconciliation that promotes peaceful resolution of differences is:	22.2% (2)	<b>55.6% (5)</b>	11.1% (1)	0.0% (0)	0.0% (0)	11.1% (1)	12.00
b. The policy and legislative environment for conflict management and peace building is:	11.1% (1)	<b>55.6% (5)</b>	11.1% (1)	11.1% (1)	0.0% (0)	11.1% (1)	11.67
c. The conflict sensitivity of CSOs to manage violent conflict is:	22.2% (2)	<b>33.3% (3)</b>	<b>33.3% (3)</b>	0.0% (0)	0.0% (0)	11.1% (1)	11.78
Optional comments:							
<i>answered question</i>							
<i>skipped question</i>							

**14. (optional) Do you have any examples to illustrate your views on the above?**

	Response Count
	3
<i>answered question</i>	<b>3</b>
<i>skipped question</i>	<b>87</b>

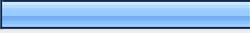
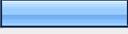
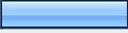
**15. What do you consider to be the three most significant factors (positive and negative) causing these changes?**

		Response Percent	Response Count
1.		100.0%	6
2.		100.0%	6
3.		100.0%	6
<i>answered question</i>			6
<i>skipped question</i>			84

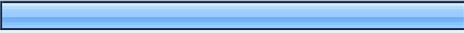
**16. To the extent of your knowledge of KCSSP, please indicate the extent to which you agree with the following statements:**

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Rating Average	Response Count
a. KCSSP's strategy to advance reforms and promote peace is relevant in Kenya today;	50.0% (5)	40.0% (4)	0.0% (0)	0.0% (0)	10.0% (1)	11.30	10
b. KCSSP is making a positive contribution toward peace and reform in Kenya.	50.0% (5)	40.0% (4)	0.0% (0)	0.0% (0)	10.0% (1)	11.30	10
c. KCSSP is reaching a sufficient number of organizations (CSOs, CBOs, local peace structures and Government bodies) in Kenya.	40.0% (4)	50.0% (5)	10.0% (1)	0.0% (0)	0.0% (0)	1.20	10
Optional comments:							0
<i>answered question</i>							10
<i>skipped question</i>							80

**17. Please indicate the KCSSP activities that you have participated in or utilized, if any.**

		Response Percent	Response Count
Policy Reformulation Roundtables or Conferences		40.0%	4
Specialized research or studies		20.0%	2
None		20.0%	2
Other (please specify)		40.0%	4
<i>answered question</i>			<b>10</b>
<i>skipped question</i>			<b>80</b>

**18. What is the status of your grant?**

		Response Percent	Response Count
Active		75.0%	33
Completed		13.6%	6
Under Negotiation		2.3%	1
Other (please specify)		9.1%	4
<i>answered question</i>			<b>44</b>
<i>skipped question</i>			<b>46</b>

## 19. How would you rate the expected achievement of your project objectives by the end of the grant period?

	Response Percent	Response Count
Already achieved	9.3%	4
Likely to be completely achieved	37.2%	16
<b>Likely to be largely achieved</b>	<b>41.9%</b>	<b>18</b>
Only likely to be achieved in a limited extent	4.7%	2
Unlikely to be achieved	0.0%	0
Too early to judge	7.0%	3
	<b>answered question</b>	<b>43</b>
	<b>skipped question</b>	<b>47</b>

**20. Please indicate the extent to which you agree with the following statements:**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Rating Average</b>	<b>Response Count</b>
a. The call for proposals clearly described grant requirements and selection criteria.	<b>52.3%</b> <b>(23)</b>	45.5% (20)	0.0% (0)	0.0% (0)	2.3% (1)	3.75	44
b. The grant application was easy to understand and to complete.	27.3% (12)	<b>61.4%</b> <b>(27)</b>	9.1% (4)	0.0% (0)	2.3% (1)	3.32	44
c. I received sufficient assistance in completing my application.	28.6% (12)	<b>64.3%</b> <b>(27)</b>	4.8% (2)	0.0% (0)	2.4% (1)	3.52	42
d. The process of awarding grants is objective and transparent.	37.2% (16)	<b>48.8%</b> <b>(21)</b>	4.7% (2)	0.0% (0)	9.3% (4)	10.40	43
e. The conditions attached to the grant were clear.	36.4% (16)	<b>54.5%</b> <b>(24)</b>	6.8% (3)	2.3% (1)	0.0% (0)	1.16	44
f. Grant reporting requirements are easy to complete.	18.2% (8)	<b>70.5%</b> <b>(31)</b>	9.1% (4)	2.3% (1)	0.0% (0)	0.93	44
g. I received full training from KCSSP to manage my grant. h. KCSSP staff gave timely and useful feedback on my progress reports.	43.2% (19)	<b>50.0%</b> <b>(22)</b>	4.5% (2)	0.0% (0)	2.3% (1)	3.57	44
i. Grant disbursements were received on time.	17.1% (7)	<b>46.3%</b> <b>(19)</b>	26.8% (11)	9.8% (4)	0.0% (0)	0.34	41
					Optional comments:		6
					<b>answered question</b>		<b>44</b>
					<b>skipped question</b>		<b>46</b>

**21. Of the KCSSP activities you have participated in, please select the ones you found the most useful.**

	1 - Most Useful	2	3	4	5 - Least Useful	Rating Average	Response Count
* Policy Reformulation Roundtables or Conferences	<b>48.0%</b> <b>(12)</b>	32.0% (8)	8.0% (2)	4.0% (1)	8.0% (2)	1.92	25
* Parliamentary Committee engagement	31.6% (6)	<b>36.8%</b> <b>(7)</b>	5.3% (1)	15.8% (3)	10.5% (2)	2.37	19
* Formal capacity building training programs	<b>85.7%</b> <b>(48)</b>	12.5% (7)	1.8% (1)	0.0% (0)	0.0% (0)	1.16	56
* Peer-to-peer exchanges	<b>56.3%</b> <b>(18)</b>	18.8% (6)	25.0% (8)	0.0% (0)	0.0% (0)	1.69	32
* Jumuika! online discussion forum	10.0% (2)	25.0% (5)	<b>40.0%</b> <b>(8)</b>	0.0% (0)	25.0% (5)	3.05	20
* Learning Events	<b>64.9%</b> <b>(24)</b>	18.9% (7)	16.2% (6)	0.0% (0)	0.0% (0)	1.51	37
* Directors' Forums	<b>48.1%</b> <b>(13)</b>	33.3% (9)	11.1% (3)	3.7% (1)	3.7% (1)	1.81	27
					Other (please specify)		1
					<b>answered question</b>		<b>62</b>
					<b>skipped question</b>		<b>28</b>

## 22. Please indicate the extent to which you agree with the following statements:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Rating Average	Response Count
a. The quality of event was high.	<b>49.2%</b> (31)	47.6% (30)	1.6% (1)	0.0% (0)	1.6% (1)	3.02	63
b. Adequate advance notice was given.	45.2% (28)	<b>51.6%</b> (32)	1.6% (1)	0.0% (0)	1.6% (1)	3.00	62
c. The frequency of events was sufficient.	21.7% (13)	<b>58.3%</b> (35)	16.7% (10)	0.0% (0)	3.3% (2)	4.15	60
d. The duration of events was sufficient.	30.2% (19)	<b>47.6%</b> (30)	20.6% (13)	0.0% (0)	1.6% (1)	2.44	63
e. Logistics were well organized.	41.3% (26)	<b>52.4%</b> (33)	4.8% (3)	0.0% (0)	1.6% (1)	2.87	63
					Optional comments:		2
					<b>answered question</b>		<b>63</b>
					<b>skipped question</b>		<b>27</b>

## 23. Program Management - Please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Rating Average	Response Count
a. KCSSP is effectively managed.	43.7% (31)	<b>49.3%</b> (35)	2.8% (2)	1.4% (1)	2.8% (2)	4.10	71
b. KCSSP is professionally managed.	<b>52.1%</b> (37)	42.3% (30)	1.4% (1)	1.4% (1)	2.8% (2)	4.21	71
c. Lessons and best practices are captured and shared.	28.2% (20)	<b>53.5%</b> (38)	12.7% (9)	0.0% (0)	5.6% (4)	6.55	71
d. KCSSP actively incorporates gender into the program.	36.2% (25)	<b>43.5%</b> (30)	7.2% (5)	1.4% (1)	11.6% (8)	12.54	69
					Optional comments:		8
					<b>answered question</b>		<b>71</b>
					<b>skipped question</b>		<b>19</b>

## 24. Staffing - Please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know	Rating Average	Response Count
a. KCSSP has adequate staff.	18.3% (13)	<b>38.0%</b> <b>(27)</b>	23.9% (17)	1.4% (1)	18.3% (13)	18.61	71
b. I know which staff to contact with questions or submissions.	<b>52.9%</b> <b>(37)</b>	44.3% (31)	2.9% (2)	0.0% (0)	0.0% (0)	1.47	70
c. KCSSP staff are knowledgeable about their technical areas	<b>56.3%</b> <b>(40)</b>	42.3% (30)	1.4% (1)	0.0% (0)	0.0% (0)	1.54	71
d. KCSSP staff work collaboratively across areas.	34.3% (24)	<b>54.3%</b> <b>(38)</b>	5.7% (4)	0.0% (0)	5.7% (4)	6.83	70
					Optional comments:		3
					<b>answered question</b>		<b>71</b>
					<b>skipped question</b>		<b>19</b>

## 25. The frequency of contact with KCSSP staff was:

	Response Percent	Response Count
Too much	9.4%	6
<b>About right</b>	<b>82.8%</b>	<b>53</b>
Not enough	7.8%	5
None at all	0.0%	0
	<b>answered question</b>	<b>64</b>
	<b>skipped question</b>	<b>26</b>

## 26. In your opinion, KCSSP performance has

	Response Percent	Response Count
Exceeded expectations 	6.6%	5
<b>Met expectations</b> 	<b>86.8%</b>	<b>66</b>
Been below expectations 	6.6%	5
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>14</b>

## 27. What could KCSSP be doing better to ensure results are achieved and sustained?

	Response Count
	67
<i>answered question</i>	<b>67</b>
<i>skipped question</i>	<b>23</b>

# Response Detail for Open Ended Questions in Survey

## **5. Policy advocacy and sustainability: What progress have you experienced regarding the results expected under objective 1? Specifically, in the past four years (since 2006)...**

1. The component of Governance will be driven by careful monitoring of the implementation of the new constitution. Civil society and Faith Based Organisation already engaged need long term support to maintain our presence. KCSSP should be the vehicle to provide that support
2. I have only been directly involved with KCSSP for about 6 months now. As such I can't be able to adequately answer questions on this area
3. I joined the organisation this year September. I cannot assess this and answer.
4. As a result of capacity building interventions/including support on program design, partners have indicated that replicating this support, they have secured funding from other agencies
5. To ensure that the most communities which have been long conservation victims recognize conservation to the best conservation watchdogs. Benefit is key thing here, as local people need to get hyper benefit for those are actually affected by wildlife.
6. Implementation should be done in series of years

## **6. What progress have you experienced regarding NRM results expected under objective 1? Specifically, in the past four years (since 2006)...**

1. We are only six months old in the program -March 2010
2. involving in NRM business enterprise
3. there is a need for youth participation
4. This area is beyond the scope of our work.

## **7. What progress have you experienced regarding results expected under objective 2? Specifically, in the past four years (since 2006)...**

1. The enactment of a new constitution provides a better framework for conflict prevention and management; Unfortunately CSOs engagement in violent conflict is driven by donor funds and their interest to the expense of victims of the violence; there is need to advocate and push for the policy on peace.
2. the policy & legislative environment
3. There should be continuity in concurrence of current politics.

## **8. Do you have any examples to illustrate your views on the above?**

1. the ability to engage youths and other stakeholders in community dialogues and sharing information with the DPCs is a perfect example fir illustration
2. D&G-Capacity to manage policy through the passing of sexual violence act, Political parties financing Act
3. There is grass root understanding of peace building and conflict resolution and a more community based approach to it. The strong relations between government structures and CSOs for conflict management
4. The Draft National Policy on peacebuilding has been validated by community members and submitted to the Permanent secretary and discussed with the Attorney general  
The recognition of District Peace Committee as a model for community conflict management has greatly enhanced community representation in peace processes  
There is marked change on government- community relations at the community level  
technical capacity of grantees has shown marked change as seen in improved conflict analysis, improved networking and collaboration, increased collaboration of CSOs with DPCs, increased commitment to report change.

Unfortunately the government has focused on broader policy issues such as the new constitution and the politics of governance and thus the peace policy has not been presented to the cabinet

5. The legislation on the new Forest Act 2005 which was enacted and implementation is on-going, Constitutional Reforms as a result of the promulgation of the new constitution
6. We have established citizens structure (Procurement Watch Action Groups (ProWAGs) to engage with the government (Local Authorities) in the project target areas. The ProWAGs are recognized by the respective local authorities and have been instrumental in closely monitoring procurement processes and highlighting questionable procedures
7. Support biodiversity conservation, by empowering the local CBOs to engage on wildlife related enterprises.
8. An organised youth led- group who strongly participated in the 2007/2008 Post Election Violence in Migori-Nyanza is now actively involved in peace building targeting youth in the region and environs, they are engaged in IGAs to keep themselves busy.
9. During and after the post-election violence in 2008, different donor/partners supported different CSOs and ended up duplicating efforts; efforts in peacebuilding requires more coordinated efforts; In rift valley there are cases of CSOs exaggerating their reports to attract funding.
10. The Truth Justice and Reconciliation Commission (TJRC) and the National Cohesion and Integration Committee are working together with CSOs in many areas that were affected by the post-election violence.
11. National land policy in place  
Constitution of Kenya, 2010 in place  
Settlement of IDPs on-going  
Redress of corruption in land sector - awareness and promises of redress
12. Partners like IED have been able to monitor by-elections and provide reports on what happened on the ground without being victimized as would have been the case some years back.  
Markets for alternative fuel have been encouraged and now carbon credits are being pursued.  
Partners are more and more benefiting from their environment and therefore having greater need to conserve it e.g. partners with NWC.  
KCSSP has encouraged CSOs to work with peace committees and has also worked with National Steering Committee on Peace building to strengthen the peace structures in all districts.
13. Most of the conflicts here are Human-wildlife conflict, livestock-predation conflicts. The key issue is predators prey on livestock and morans would retaliate for the loss of livestock. Hence a total fight between KWS and local people....
14. The implementation of activities have been able to build capacity and involvement towards change in the communities.
15. The National Steering committee on Peace building which is a government body working with other peace stakeholders in effectively managing conflicts and peace building has been strengthened in the past two years. Its structures like the District peace committees have also been empowered in addition to which a policy paper on national peace building framework is in its final stages which will impact on conflict management and peacebuilding.
16. Kenyans have learnt that together they stand as witnessed during the just concluded referendum.
17. We have successfully integrated an NBE into the local livelihood system. This includes essential oil and bio-diesel where the forest adjacent community earns significant amount of revenue through seed collection, storage and delivery to the processor.
18. The current peace and reconciliation achievement made after the post-election violence was the efforts of CSOs in Kenya.  
Much of the peaceful reconciliation and integration processes have been spearheaded by CSOs  
The new constitution has been CSO driven
19. Yes, the participation of KCSSP at the Policy level of the Kenya National Steering Committee for peacebuilding and conflict management has influenced the policy environment for conflict and peace building.  
The training workshops and continuous support from the KCSSP staff to our CSOs has improved the organizational sensitivity and capacity to manage violent conflict.

20. Peace structures in place and actively involved in conflict management. In Uasin Gishu district peace structures up to locational level working. Managed to hold peaceful referendum. Communities working together on peace issues.
21. There is a positive change in citizenry's perception towards fighting grant in the country. This is an indicator of the impact for good governance advocacy.
22. Establishment of District Peace Committees and Local Peace Committees in Kisumu which were not existing before we started the programme.

**9. What do you consider to be the three most significant factors (positive and negative) causing these changes?**

1. KCSSP provides initial trainings in terms of drawing of work plans, setting out monitoring and evaluation framework that assists grantees in the implementation to ensure there are still on course
2. Training by Pact
3. Full engagement and active participation of project beneficiaries
4. Working closely with NSC
5. The national accord that made communities feel at ease
6. Improved advocacy of KCSSP partners
7. good program design
8. Orgs working in partnerships
9. training opportunities for grantees
10. Programs on for example policy development are very relevant and vital for the sector and KCSSP has been able to do this well
11. The IREC and CIPEV recommendations (positive)
12. Use of partner organisations to implement programs
13. Strategic Partnerships to advance the strength of lobbying and advocacy
14. Increased support to grantees through mentoring
15. Capacity building of our partners to effectively engage the state/govern to adopt and respect human rights.
16. Willingness of the local authorities to work with citizens in enhancing service delivery
17. Funding support to CSO to effectively carry out their mission.
18. support the CBOs to undertake there business with little supervision ( positive)
19. Enhanced awareness campaigns by trained youth leaders supported by KCSSP -USG Funds
20. The need to make a clean break with the past after the post-election violence in 2007/2008
21. The New Constitution
22. The trickle-down effect is not as expected
23. Information sharing.
24. The passing of the new Constitution, which provides framework and opportunity for major reforms esp. in Land, Judicial System, Electoral System, Devolution
25. The changing socio, economic and political context in Kenya
26. KCSSPs capacity building has enhanced ability of the CSO to deliver service more effectively to her constituents
27. Post-election violence
28. Stakeholders participation in reform agenda
29. Increased donor funding to CSOs enabling them to carry out more activities
30. The weakness on policies i.e. wildlife policies
31. Our inclusion of other programs that target policy change with government
32. Changing individual mindsets

33. The post-election violence has left Kenyans ready for change
34. The experiences of 2008 PEV, made people aware of the dangers inherent in our systems and hence the need to reform urgently
35. Positive: KCSSP trainings especially on advocacy.
36. Informed masses
37. Linkage of income element to previously uneconomic resource
38. Broad democratic space environment enjoyed in Kenya
39. Continuous KCSSP staff support and mentoring to CSOs
40. Capacity building
41. Enhanced capacity of CSOs in conflict management
42. Increased freedom of speech in the country
43. Capacity building of our programme staff by your organization (PACT-K)
44. Capacity & awareness of CSOs has improved due to trainings offered by KCSSP and concerted efforts by other actors
45. Organizational development support to grantees
46. KCSSP conducts site visits in which challenges are addressed
47. Having resources to design and implement activities and learn in the process
48. Knowledgeable and experienced project technical staff
49. Community buy in
50. formation of peace committees in areas of conflicts
51. Pro-reform Government
52. highly competent staff
53. Environment suitable for the reforms
54. grantee support from KCSSP staff
55. The new constitution (positive)
56. Value on importance of grass root approaches
57. Political Will
58. Enhanced visibility of the NSC amongst the grantees
59. More space provided to people as a result of the pressure by KCSSP grantees
60. Enhance zeal of the government to fight corruption and act on information provided by citizens
61. Training and capacity building programs under kcssp has significantly improved the ability of CSOs to carry out advocacy strategies with tremendous success.
62. Training CBOs on OCA
63. Increased advocacy on peaceful coexistence supported by USG Funds
64. International pressure from other states
65. Increased Awareness among Kenyans
66. Establishment of partnerships.
67. The spotlight on the constitution took attention away from the Peace Policy
68. The explosion of violence following the 2007 Presidential Elections (made need for Peace Building Interventions necessary)
69. Grants made by KCSSP have significantly improved the livelihoods of local people
70. KCSSP work to help CSOs understand broader context
71. Civil society pressure for reforms
72. More open space for CSOs to be visible (now Kenyans can speak more freely)
73. The availability of access market especially for wildlife trophies
74. Our inclusion of youth and how they can influence policy,

75. Mobilizing community participation
76. The period towards the Constitutional referendum
77. Enhanced partnership between the government and CSOs
78. Positive: Flexibility in the programme. We have on occasion had to readjust the programme given current events; KCSSP staff have been accommodating and even offered guidance on how to be more effective.
79. The people are demanding that leaders perform
80. Strengthened capacity of local institutional structures to participate in market led conservation
81. Demand by the citizen to get reforms in the way how resources are utilised by the State
82. Continuous capacity building workshops aimed at institutional strengthening and peace building capacity enhancement.
83. 2007/08 post-election violence
84. Flexibility and the capacity building component of KCSSP
85. Increased advocacy for good governance from civil society and action groups
86. Active participation by the formed Peace Clubs on the ground (targeted areas)
87. Timing for the KCSSP areas of focus is right
88. Tailored trainings for grantees
89. Working and learning in partnership with other CSOs
90. Capacity building and Grants availed through KCSSP /PACT
91. Post-election violence 2007/8
92. ethnicisation of politics can reverse the gains made by peace efforts
93. availability and good management of grants
94. Lack of political goodwill (negative)
95. Importance placed on Networking and synergy
96. Building the capacity of the constituents to do policy advocacy and more importantly monitor reforms
97. The political arena is too crowded with issues that the peace policy has been drowned
98. Unwise use of Natural resource at the grassroots level
99. Capacity building provided by KCSSP Partners locally
100. Concerted civil society action
101. Working towards reforms and to correct the wrongs that had previously been done.
102. Pressure from foreign governments (through their diplomatic representatives)
103. KCSSP grants have also contributed to improved hectareage under improved NRM
104. Largely dis-functional government
105. Relentless global pressure
106. Deliberate push by CSOs not to be silenced especially after the post-election violence when we realized it could have been worse and we can't be quite
107. The law on some aspect
108. Capacity Building
109. The promulgation of a new Constitution
110. Strategic funding by donors like USAID (Pact) towards programmes that are geared towards governance and advocacy
111. Negative: Lack of synergy even amongst KCSSP grantees operating around the same themes.
112. Accountability is the key word that will lead to equal of the national cake
113. policy environment that encourage local institutions to participate in joint management of natural resources
114. Largest scale poverty and the growing gap between the poor and the rich
115. Continuous contact with CSO.

- 116. Agenda 4 implementation
- 117. Changes in the way conflicts are viewed
- 118. Increased media freedom
- 119. Flexibility of the opinion leaders and stakeholders to take part effectively.
- 120. Wide reach of KCSSP and thus wide constituencies
- 121. mentoring and coaching of grantees

**10. Please indicate the extent to which you agree with the following statements:**

- 1. Reaching out to Government could be improved
- 2. KCSSP does not create opportunities for the CSOs that they support to network and create synergies at the community level.
- 3. Looking through the documents I glean these scenarios.
- 4. There is a lot of need by the community in implementation process
- 5. they need to reach more people

**11. Please indicate the KCSSP activities that you have participated in or utilized, if any.**

- 1. Working together on design of projects with Pact staff
- 2. USAID -- usually participating as an observer
- 3. KCSSP Partners Learning Event

**15. What do you consider to be the three most significant factors (positive and negative) causing these changes?**

- 1. INCREASED AWARENESS AMONG CSO's
- 2. Innovative
- 3. An enabling political environment
- 4. The continuous capacity building programmes by PACT has led to positive results to CSOs
- 5. The support to CSOs to work around the issues and the capacity being built e.g. advocacy, M&E etc.
- 6. Nature of donor funding - short term and project NOT CORE funding
- 7. IMPROVED CONFLICT MANAGEMENT & RESOLUTION CAPABILITIES
- 8. Inclusive
- 9. Media, technology and flow of information
- 10. Short term funding leading to short programs/activities has led to several unmet community expectations and needs
- 11. The expansion of the space by Kenyans to participate in issues
- 12. Limited focus and investment in institutional building of CSOs and in change management
- 13. INCREASED DISSOCIATION FROM GOVERNMENT INTERFERENCE & INFLUENCE
- 14. transfer of skills
- 15. CSO leaders who are vocal, but still not work very effectively together
- 16. Lack of clear duty sharing between the government and CSOs
- 17. The provision of further resources for the work
- 18. Globalisation which CSOs especially in the human rights and governance are yet to engage with proactively

**17. Please indicate the KCSSP activities that you have participated in or utilized, if any.**

- 1. To own the projects for the community, and contribute from the roots level

2. Most of KCSSP led program activities
3. have closely worked with the program on NRM management positive changes
4. CAPACITY BUILDING PROGRAMS

**20. Please indicate the extent to which you agree with the following statements:**

1. there were information breakdown in both sides
2. The cost extension took too long to materialize and when agreement was reached funds were received very late vis a vis the proposed timelines. We are now refocusing our objectives and strategy after the promulgation of the new constitution.
3. The Pact Kenya staff did not follow the criteria within the grant proposal
4. The KCSSP grant periods are too short to realize expected results by the end of the grant period
5. Regarding question c and i, i may not have a sufficient answer because my colleagues handled it.
6. grant disbursements are not always on time

**21. Of the KCSSP activities you have participated in, please select the ones you found the most useful.**

1. NB: The ones I have ticked 'least use' are those I have not participated in.

**22. Please indicate the extent to which you agree with the following statements:**

1. Need for more time especially targeting training programs & parliamentary committee engagements
2. In regard to "b" there was no notice to inform some participants that the date for resource mobilization training had been changed!

**23. Program Management - Please indicate the extent to which you agree with the following statements**

1. The Pact Kenya staff has modified the contents of our grant proposal
2. however staff concerns especially salaries are hardly addressed as program management is under Pact Inc and contracts under Pact Kenya
3. Some trainings are not effective due to being too lengthy
4. I wish to compliment KCSSP for their gender consideration and thus should keep it up. In regard to lessons learned and best practice there has not been enough sharing hence sessions should be organized for grantees to come together and make presentations on the same regarding their projects in the different sectors.
5. This is in comparison to the organisations I worked in and as well the short time I have been here.
6. On gender, this happens at both program level and at the level of partners/grantees, where partners and potential partners have to demonstrate how their proposed interventions will benefit the marginalized and excluded classes of people
7. In fact the DG team is comprised solely of one gender.
8. keep it up

**24. Staffing - Please indicate the extent to which you agree with the following statements**

1. Some depts. like OD seem to be understaffed yet this is a core function. Some depts. like peace building are stretched due to the diversity in the location of grantees across the country being given support.
2. Speciliasation to some extent limits how much a staff should know about other programs for example MERL and carry out some of the functions. This depends on proactiveness of a staff. Staff not adequate compared to the workload including vast of reports to be generated.
3. We get the sense that KCSSP staff are overstretched and even overworked.

## **27. What could KCSSP be doing better to ensure results are achieved and sustained?**

1. Timeliness
2. DECREASE PORTFOLIO OF PROJECTS & INCREASE ENGAGEMENT WITHIN INDIVIDUAL PROJECTS TO ENSURE SUSTAINABLE RESULTS.
3. Giving more time to the processes involved at community level
4. \* Balance the number of grantees with available staff for more effective delivery of capacity building
  - \* Largely target giving more long term grants---at least 2 years
  - \* Clarify the capacity building objectives to grantees right from the beginning of the contract
  - \* Build capacity of KCSSP staff for more effective delivery of capacity building to grantees
5. If a grant proposal is accepted, then it should be followed as it is written. In our experience, Pact Kenya has disregarded some of the important contents within our proposal and have done what they want.
6. Be more proactive -- be more timely in its interventions -- be more strategic in its objectives -- be more responsive to needs of grantees -- empower quality staff -- cut out PACT HQ in the grant approval process (why do we have a COP here if everything is vetted and approved by HQ?)
7. extend the implementation period as results for this kind of program require long term engagement
8. Keep up the approach
9. Maybe it would have been better to choose specific organizations to strengthen over a longer period of engagement time say 2-3 years. organizations that could deliver in their specific area of focus e.g. Peace Building as opposed to have many organizations with short engagement periods.  
The RFA process is also not the most suitable to getting the right organizations. It could have been better if mapping exercises were done to identify organizations which are already working in the identified fields then limit the competitiveness to them to select those to be supported.
10. Long term funding will be able to integrate change strategies. Implementers and incumbents who have systemic knowledge and best practices about their own projects can assist in coordinating/operations as opposed to advocacy of many outside partners as they have to slog through the long, slow process of catching up and changing models.
11. Issue longer term grants. The grant periods are usually less than 2 years which is relatively a short period of engagement.
12. Duration funding negotiation stage could be reduced
  - Disburse in time
  - more networks
  - Reduce documents to work on
13. Harmonize the number of grants an individual staff is managing/supporting to ensure more close engagement with the grantees. Currently, the ratio is very high...One staff supporting more than 27 orgs.
14. For policy/legislative related work it is imperative to come up with longer time programmes of 3-5 years to conclusively complete policy/legislative work.
15. Many lessons, examples and M&E indicators are better suited to Peace, D & G. More relevant ones should be developed for NRM.
16. -Should have minimal number of grantees but well distributed to cover all the 3 program components. With this, the officers will have manageable number of partners to work with thus avail all support needed.  
Currently the time is shared out to so many partners/grantees.  
- In addition to the above, the grants should be more long term (2 years and above). This will be adequate time for significant impact to be seen. It's a challenge to have measure impact for one year projects.
17. Proper closeout programs with grantees should be improved to better monitor the long-term impact of respective programs as per the set indicators.
18. Target more grassroots-oriented organisations while sustaining the effort to capacity build these organisations with the view to influencing the target communities.
19. Actively programme on gender issues either directly or through other actors
20. The grant period and amount should be increased to allow grantees implement activities in time and to monitor and evaluate projects. This will reduce the no-cost and cost extension requests to KCSSP.
21. Reduce the time between call for grants and actual disbursement of funds

22. Ensure targeted and specific training programs by making the choosing of trainings consultative with the trainees. This will ensure that the most adequate and needed programs run for a specific period of time.
23. We need to improve the grant making process. USAID is too involved in the small aspects of program delivery and this causes unnecessary delays in grant making. The approval process is particularly frustrating. Interaction on a monthly basis that gives opportunity to discuss performance, proposal quality and lesson learning should be enough.
24. Get more grassroots oriented
25. Expanded so that it can reach mores CSOs
26. Lead more in the donor world e.g. the role they are playing on leading the Civil Society and Media Support Group.
27. Consolidate the trainings/meetings and reduce the frequency to allow grantees enough time to implement the project  
Financial reporting should be quarterly as monthly reporting is time consuming
28. Offer allowances during workshops. Some of the organizations don't have allowances for the trainees!
29. Share learnings more frequently
30. monitoring and evaluating activities within a short time frame,
31.
  1. Capacity Building for implementing partner's staff
  2. Organizational Capacity Assessments and Development
  3. Organisational Field Visits by KCSSP Technical staff
  4. Partners Learning Events and Peer-to-Peer round table discussions
32. Capacity building should continue. Advocacy for the public policy.
33. More informal contact and interaction in addition to the formal trainings and other events. The duration for negotiating grants should be reduced to a minimum of 3 months from the issuance of the RFA or other procurement instrument.
34.
  1. Increased understanding of the local realities of the areas where their programmes are being implemented.
  2. Better understanding and respect to governance structures, policies and accountability mechanisms of their grantees.
35. KCSSP is on track, keep moving forward.
36. To engage CSOs at least three years for capacity building to be achieved. In our case we were engaged for nine months and this wasn't adequate to develop organizational capacity. Secondly, KCSSP ought to be more pro-active to developing young CSOs rather than work with established CSO which do not require capacity building as such. It seems to me that KCSSP is at conflict with two issues to produce results or impact on one hand and to strengthen and build organizations on the other. Like other agencies in a market driven economy KCSSP could be inclined to working with established CSOs where results can be easily achieved than young CSOs than need capacity building before they produce results. May be there is need to redefine its focus.
37. Peace building is a long term process that requires consistency in follow ups. Peace building grants should be at least 2 years to realize the desired impact
38. Hold fora and not necessarily trainings where grantees in the various themes get together to share experiences and best practice, lessons learned, and ask each other questions. KCSSP should consider sponsoring exchange visits among the grantees operating in the various sub-sets of funding.
39. More mentoring with grantees. This is a challenge given the ratio of grantees per staff member is high. Grant negotiation period be shortened as there are too many layers through with a proposals have to go through including the time at USAID. Need for USAID and KCSSP to do this jointly.
40. Reduce the procurement process to enable partners to deliver within the contexts which RFAs were designed.
41. The selection of partners/grantees should ensure that partners with capacity to deliver on results proceed beyond preliminary selection process;  
Provide/create opportunities for cross partners mentoring;  
Provide opportunity for reflection in less formal/less structured settings
42. KCSSP needs to increase the grant period and avail more financial resources to achieve better results especially in the NRM sector where results are better demonstrated over a longer time period.

43. Not try to be all things to all people. If a priority is advocacy and policy change at the national level, the program should not be viewed as a funding mechanism for CBOs. If it is to be a mechanism for bringing CBOs into national level policy engagement, then policy change should not be an expected result. and so on...
44. Ensure long term funding to implementing partners for sustainable impact to the community
45. Disbursing funds timely and in sustainable manner. Micro-managing of organization is detrimental to progress so capacity building is fine, but there must be a level of leveraging for results. Definitely, long term funding would help organizational strategic focus.
46. If program duration allowed; provide longer grants especially for NRM, peace building and policy formulation. Increase number of staff to ensure closer mentoring of partners especially the nascent organizations
47. To enhance training across the region and monitoring of the result
48. Include comprehensive organisational strategy planning to assist organisations plan effectively for their future. This can be fused with some leadership and management capacity building
49. Need to make the support to include support to institutional development
50. They need to speed up cash requisitions
51. In some areas the program should cover a longer time, at least 3 years.
52. If KCSSP could continue organizing policy interactions between its grantees, government officials and other policy makers.
53. It should allocate more resources-both financial and technical to grantees over a longer period of time-at least 3 years to ensure realization of more "concrete" results and put grantees on a firmer path towards sustainability.  
Additionally, the grant negotiation process should be shortened to a maximum 4 weeks to enable grantees commence activities in good time more so when other critical processes related to the grantees' line of work are ongoing e.g. policy formulation.
54. So far all has been running well and KCSSP has been working hard to see to it that it remains focused.
55. There is need to focus their programmes to emerging CSOs instead of concentrating on well-established CSO's who have both technical staff and capacity to mobilise resources in order to increase the voice of the marginalized communities.
56. Flexibility in funding, it should be possible to provide emergency grants, additional funding to respond to emerging issues. There should be an increase in the grants awarded to peace building work.
57. Commitment by the members.  
To follow their examples.  
Keep on monitoring and evaluating what we have.
58. I believe this program must be expanded and qualifying projects funded for a minimum of three years. Kenya has opened a new page in its governance space with the promulgation of a new constitution. The Constitution is a document that need long term programming for every facet of the citizenry to understand particularly the Bill of Rights and other reforms related to Land, Devolution and Resource allocations
59. Be more involving to get better results in future
60. Develop a more flex approach to grant making. After OCA specifically support components that are high risk in respective institutions and not paying lip service to them.
61. KCSSP should ensure timely dispersal of funds. Do more on the pre-award trainings to ensure the guidelines are clearly understood.
62. they are already doing enough ,i like how they handles sub grantees ,they are so professionals
63. keep up the good work
64. Most of the project durations are too short making it difficult to have sustainable impact. They should review the project duration to at least two years.
65. Reduce the formal reporting timelines to give the grantees ample time to concentrate on implementation.
66. More contact and close mentoring to nascent partners; reduce working with intermediaries and increase working as close as possible with end beneficiaries;
67. Ensure that there are enough staff to meet the grantees expectations as well as to improve quality of services and meet program objectives