Act!
act
change
transform

BIENNIAL REPORT (2021- 2022)

Programs.Operations.Sustainability

Peace Building and Conflict Transformation (PBCT)

**Sustainable Environment and Natural Resources Management**

Democracy, Governance and Human Rights

How we spent our Resources

Our Impact in numbers

WHO WE ARE

Act! is a leading Kenyan, Non-Profit, Non-Governmental Organization (NGO). The organization was established in September 2001 as Pact Kenya and rebranded in 2011 as a fully-fledged local organization. Act! focuses on building the capacity and resilience of individuals and communities, thus empowering them to get involved in the decisions and management of their own development.
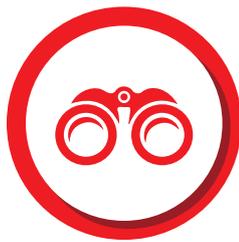
VISION
A prosperous, cohesive and resilient society living in dignity

MISSION
To champion lasting positive community transformation

Our organizational values and aspirations underpin every aspect of our work, ensuring that we approach developmental challenges facing Kenyans with commitment, fairness, flexibility and above all with integrity. In living true to our Vision and Mission, we are guided by the following five practical values:

HUMANITY
We passionately support communities' quest to attain full potential and dignity

JUSTICE
We promote impartial access to human rights, resources and opportunities

FLEXIBILITY
We consistently adapt our engagements to the unique contexts of our constituents

INTEGRITY
We commit ourselves to the highest standards of honesty, prudency and uprightness

PROGRESSIVE
We are committed to excellence, professional rigour and continuous improvement.

Philosophy: Act! understands that all human beings are entitled to dignified life. We further believe that people can sustainably free themselves from exclusion and indignity if effectively facilitated. We therefore invest in empowering people, strengthening service delivery systems, and influencing policy and practice as assured ways of accelerating and sustaining human and ecological wellbeing.

**This Biennial Report provides an overview
of our work and operational sustainability
during the period 2021/22**

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Abbreviations and Acronyms

Act!	Act Change Transform
ARIVE	Accelerated Response Initiative Against Violent Extremism
CAP	County Action Plan
CBO	Community Based Organization
CEF	County Engagement Forum
CIDP	County Integrated Development Plan
CG	County Government
CSO	Civil Society Organization
ECCES	Electoral Conflicts Mitigation and Civic/Voter Education Support
FCDO	Foreign Commonwealth and Development Office
GCERF	Global Community Engagement and Resilience Fund
HURIA	Human Rights Agenda
IEBC	Independent Electoral and Boundaries Commission
IPL	Isiolo Peace Link
ISD	Institute for Strategic Dialogue
KDP	Kenya Devolution Program
NCIC	National Cohesion and Integration Commission
NG	National Government
NGO	Non-Governmental Organization
PCVE	Preventing/Countering Violent Extremism
PROACT	The Program to Address Polarization, Radicalization, and Extremism in Kenya
PBCT	Peace Building and Conflict Transformation
RPS	Resilience Peace and Stability
SDD	State Department for Devolution
SCN	Strong Cities Network
USAID	United States Agency for International Development
VE	Violent Extremism

Foreword

Act Change Transform (Act!) is a leading Kenyan, non-profit, Non-Governmental Organization (NGO) established in September 2001 under the NGO Coordination Act. Act! has over the last 21 years provided platforms for articulating social and development issues, shared its expertise and best practices within its core areas of focus mainly through Capacity Development and Civil Society Strengthening for Sustainable Environment & Natural Resources Management; Democracy, Governance and Human Rights; Peace Building and Conflict Transformation.

Act! appreciates the need for regular strategic re-positioning to enable better alignment with shifting operational contexts. In 2019, Act! went through a strategy review and development process which resulted in its Strategic Plan 2020 - 2024. The Strategy outlines the strategic direction for the next five years, the outcome of carefully crafted co-creation process with key partners, peers and cross-sector stakeholders. The programming and interventions during the period 2020 - 2021 have thus been guided by the current Strategic Plan and reflects necessary adaptations necessitated by the significant changes in the global and national contexts, in particular the COVID - 19 pandemic and the geopolitical dynamics that impact stability, security and socio-economic progress of Kenyan communities.

During the reporting period, we started a number of new programs and closed some as well. Overall, we experienced enhanced levels of program funding and expanded our reach from about nineteen counties in the previous period to about thirty-two in the current reporting period. This steady growth was driven by Kenya's elections support in August 2022; the need to strengthen the effectiveness of devolution in Kenya; the growing need to build civil society engagement and support to peace and stability; and the need to enhance data and evidence in programming, adaptation, capacity development of CSOs and advocacy efforts. The board and management sustained focus on organizational, financial and operational sustainability as a priority and made every effort to establish partnerships and coalitions with other entities at all levels to realize own and other shared goals.

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Act! will deliberately continue to carefully select and work with and through local partner organizations to reach as many grassroots communities as possible along its three strategic pillars while collaborating with Private Sector, National Government and County Governments in our mission to champion lasting positive community transformation.

We are grateful to the Foreign Commonwealth and Development Office (FCDO, UK), the Royal Danish Embassy in Nairobi (DANIDA); the Global Community Engagement and Resilience Fund (GCERF); USAID Kenya & East Africa; and the Institute for Sustainable Dialogue ISD, UK; and US Forest Service partnering with us in the last two years.

Act! is also grateful to all the over one hundred and twenty County-based CSOs partners and Community Based Organizations (CBOs) that connected our work to their local communities and gave us the opportunity to invest in their capacity and the state and private sector entitles that opened their doors for shared value work across various sectors. We look forward to continued partnerships and collaborations in the coming months and years.

Mr. Donald Mark Odera
Board Chairman

Mr. Tom Were
Chief Executive Officer

Introduction

Founded in 1998 and registered in 2001 as Pact Kenya, and later rebranded as Act Change Transform (Act!) in 2011, Act! has made remarkable strides in the development sector in Kenya and in the neighboring countries. This is evidenced by its history from 2001 to 2006, when Act! was a key player in supporting civil society engagement in the Sudan Comprehensive Peace Agreement process that culminated in the independence vote and eventual separation of South Sudan from Sudan in 2010.

Almost 22 years on, Act! is one of the leading Kenyan, non-profit, non-governmental organization. Presently, Act! has solid institutional, financial and governance systems that meet international standards as demonstrated in various management and financial audits.

Our programs are in three strategic focus areas:

Peace Building and Conflict Transformation

1

Democracy, Governance and Human Rights

2

Sustainable Environment and Natural Resources Management

3

We heavily invest in building the organizational capacity of our partners who include Community Based Organizations (CBOs), Non- Governmental Organizations (NGOs) and government agencies to enable them deliver better quality services efficiently and effectively. In our two decades history, Act! has provided Capacity Development support to over four hundred CSOs across all the forty-seven counties in Kenya and with several dozens of CSOs in East Africa.

Capacity Development

Act! strives to achieve excellence of its partners and related institutions we work with. Capacity Development and Grants Management is central to Act!'s development practice. The success of our work relies to a large extent on the capacity of the organizations that we fund. Therefore, one of the unique ways of undertaking capacity development at Act! is the support given to our grantees throughout the project cycle. In the process of selecting grantee organizations, Act! assesses the capacity of each organization to implement the proposed program or project. Particularly, the assessment will often identify areas that could be strengthened in order to increase their efficiency and effectiveness in reaching their objectives. These include areas of internal management such as governance, the organization's internal capacity to implement the program, accounting and report writing skills, partnership and resource mobilization skills. We therefore develop a customized plan of action for each grantee that guides our journey with them towards institutional strengthening.

Two broad strategies for strengthening institutional capacity of the institutions are technical assistance and trainings as elaborated below:

• Providing, as part of the larger grant to an organization, funding for the partner to retain technical assistance in areas such as strategic planning, staff development, fundraising or program development; undertake peer learning and knowledge exchange and participation in trainings and conferences.
• Retaining their staff professionals with the required skills to provide organizational development and other technical support services for effective program implementation.
• Providing technical support for effective program implementation and handholding the partners during implementation through mentorship and coaching.
• Act! undertakes periodic training needs assessment for partners that informs the various trainings. They range from general skills in organizational development and administration to more specific skills related to the problem area being addressed by the grantee/partner organization. Different approaches may be used for different levels of training.
• Peer-to-peer learning is often a key element in capacity-building for Act! partners. Act! often provides opportunities for grantees/partners working on related programs to pool experience and develop new approaches to strengthening their own organizations and thereby increasing program impact.

Act! Organizational Capacity Assessment (OCA) is a diagnostic assessment conducted in a participatory manner with partners to reflect and look at the various areas of the organization in regard to what is working and what could be different. Taking a step back; done with an aim of creating an objective view of an organization's current reality in regard to its context. OCAs enables partners to reflect, validate strengths, identify gaps and plan for organizational level improvement.

We are committed to ensuring that our capacity strengthening and development efforts contribute to the improvement in an individual's or organization's facility (or capability) "to produce, perform or deploy". Enhance the skills and capacities of partner organizations to enable them to effectively realize their programming objectives and meet the desired needs of the target communities.

Governance and Leadership	77 Partners	Human Resources
Management and Administration	31 Counties	Actual Advocacy
Financial Management	7 Capacity Areas	Sustainability
	Monitoring Evaluation Reporting and Learning	

Organizational Development

Our Impact

3M
People Reached

77
Partners
Supported from

31
Counties

Asprirations
100% have clear visions

Strategy
70% have Strategic Plans

Human Resource
- Strengthen HR Departments – 50%
- Progress towards having requisite program staff – 80%

Systems & Infrastructure
- Program MERL systems in place, 80%
- Organization MERL systems – 20%
- Financial systems in place – 100%

Organization Structure
- All have clear organograms
- All have functional boards, and management.
- Notable challenges in separation of board & management roles

Capacity Areas

Governance and Leadership

Management and Administratio

Human Resource Management

Financial Management

Monitoring Evaluation Reporting and Learning (MERL)

Programming

Sustainability
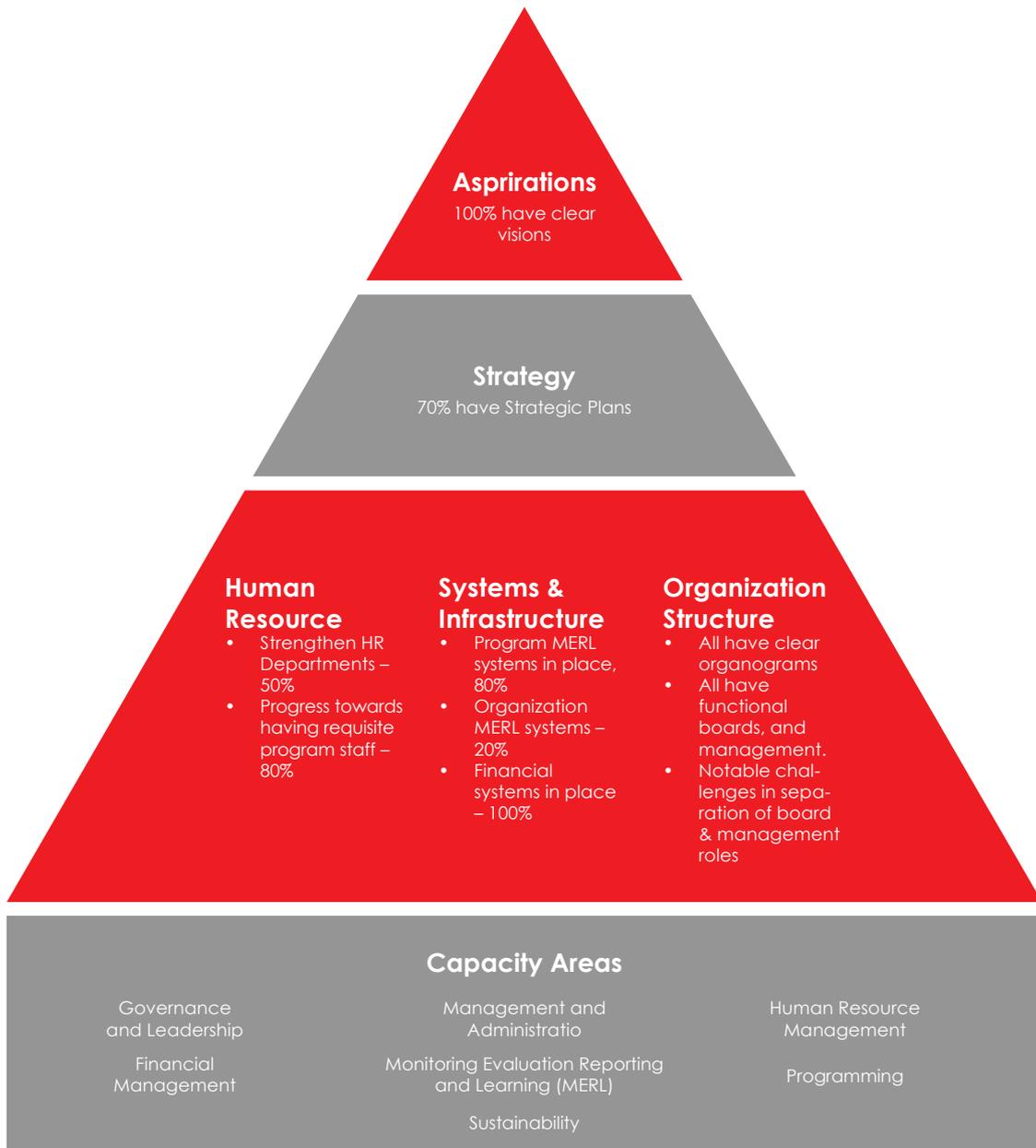
Technical Assistance and Guidance

We endeavor to strengthen the skills and abilities that individuals, communities and organizations require to address, respond, adapt and thrive in a fast-paced environment in a bid to attain long term sustainable positive change. As we work towards societal transformation, we bring into play a wide range of 'tailor made' and thematic training interventions to support partner organizations in their respective programs.

Grants Management/Project Management

We assume the Grant Managers role by receiving large grants from donors and then sub-grant to qualified development actors to implement their own developmental projects. We offer mentorship to the grant recipients to ensure proper and effective utilization of resources to achieve agreed upon developmental goals.
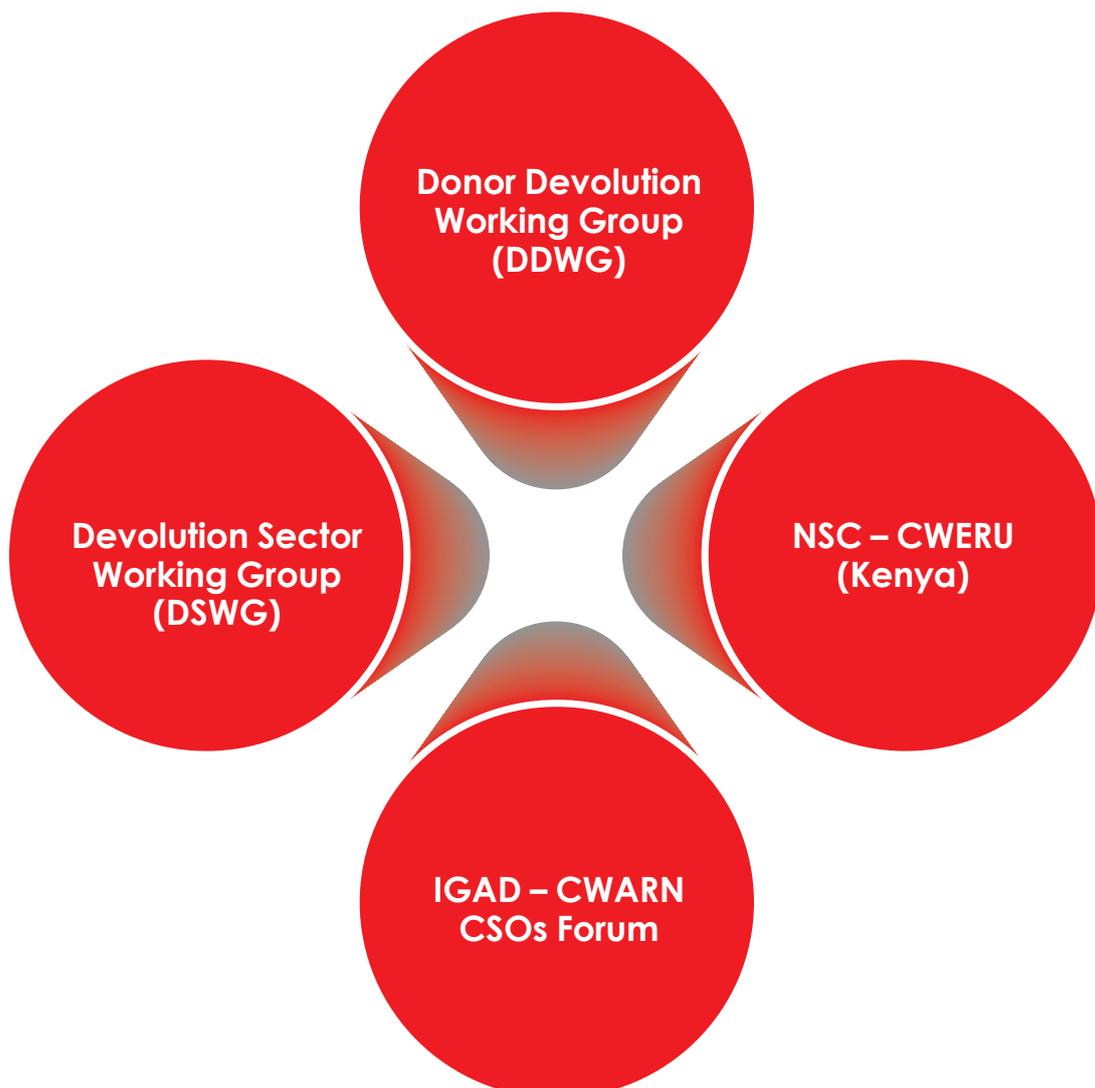
Grants managed during the reporting period include:

Program	Platform	Donor	Number of partners & Counties of implementation	% of Total grants issued and number of partners &
Accelerated Response Initiative Against Violent Extremism (ARIVE)	Peace Building and Conflict Transformation	GCERF (Global Community Engagement and Resilience Fund)	7 Partners 7 Counties	9% of total grants issued.
Resilience Peace and Stability (RPS)	Peace Building and Conflict Transformation	DANIDA	20 partners 14 counties	41% of total grants issued.
Kenya Electoral Conflicts Mitigation & Civic/Voter Education Support (EC-CES)	Democracy, Governance and Human Rights	USAID Kenya/EA	26 partners 18 counties	23% of total grants issued.
Kenya Devolution Program (KDP)	Democracy, Governance and Human Rights	FCDO	24 partners 17 counties	27% of total grants issued.
Totals			**77 Partners/Awards**	

Networking

Act! recognizes the value of networks and has created programs and opportunities that support those networks. The pool of dependable networks at Act! sustains both internal and external networks that have over time provided support, feedback, insights and resources for its operations. Act! has heavily invested in operational network by capacity building its human resources to technically handle assigned tasks more effectively. Being a capacity development and grants management organization, Act! skills have been useful in cultivating stronger relationships with partner organizations and other stakeholders in the same field countrywide. At a personal level, Act! has enhanced personal and professional development of its human resources by providing referrals and contacts that connect the organization to useful information for personal advancement and opportunities both inside and outside the organization. Act! has also established strategic networks with key donors and actors to marshal information, support, and resources to achieve results and sustain its key thematic and strategic areas. Through networking and collaborating Act! is visible globally.

Below are some of the network's that Act! is part of;

Donor Devolution Working Group (DDWG)

Devolution Sector Working Group (DSWG)

NSC – CWERU (Kenya)

IGAD – CWARN CSOs Forum

Peace Building and Conflict Transformation (PBCT)

The Program to Address Polarization, Radicalization, and Extremism in Kenya - PROACT

The Strong Cities Network (SCN) in partnership with Act Change Transform (Act!) led an innovative community-based intervention program in Kenya entitled PROACT. The program had three partners in Kenya – Human Rights Agenda (HURIA) in Kwale county, Isiolo Peace Link (IPL) in Isiolo County and MidRift Hurinet in Nakuru County who worked closely with Act!, PROACT's research, monitoring and evaluation partner. The program was implemented with funding support from the Bureau of Counterterrorism (CT); Department of State, Government of the United States (US).

The problem of radicalization and terrorism in Kenya is recognized internationally, with the Global Terrorism Indexes ranking Kenya amongst the 25 countries in the world most affected by violent extremism that is conducive to the spread of terrorism.

PROACT was aimed at empowering, enabling, and equipping county officials, national government stakeholders and civil society organizations with the tools and know-how to collaboratively stem hate, polarization, and extremism in the communities. PROACT was driven by global best practice but rooted in the diverse environments of communities across the Kenyan landscape. The project drew heavily from the Strong Cities Network (SCN) 'local prevention network' models to ensure community-based interventions are multi-faceted and rooted in human rights-based frameworks. PROACT supported Kenya's preventing and countering violent extremism (P/CVE) efforts by supporting County Action Plan (CAP) implementation through the provision of grants to civil society organizations, the development of tools and training materials and learning exchanges. Institute for Strategic Dialogue (ISD) and partners undertook a CAP assessment in each of the project locations (Isiolo, Kwale and Nakuru) to understand how to further strengthen CAP implementation and determine key implementation gaps.

The Project was particularly interested in funding promising and vibrant grassroots organizations who work directly with communities and have existing experience of partnerships with local government officials of their chosen county.

Accelerated Response Initiative Against Violent Extremism (ARIVE)

The Program's strategy involves funding County Engagement Forum (CEF) via a Lead CSO to implement critical pillars of the County Action Plans (CAPs), strengthening the CEF's capacity to facilitate the coordination and implementation of the County Action Plan (CAP), improving coordination and collaboration and promoting a multi-stakeholder approach. This approach is critical to building sustainability which goes

a long way towards preventing and countering violent extremism at the local level. It has been implemented in 7 counties: Nairobi, Nyeri, Wajir, Garissa, Mombasa, Isiolo and Lamu.

The program focuses on: Enhancing Coordination and Collaboration; Capacity Strengthening of CEF's and Lead CSOs and Supporting Implementation of Key Pillars of County Action Plans (CAPs) which have helped counties respond to global threats of terrorism through the identification of local drivers and solutions. The County Action Plans have evolved into improved generations with the latest generation adopting an Objective, Key Results (OKR) framework that produces a 12 months multi stakeholder's plan. The program is well aligned to the National Strategy to Counter Violent Extremism in Kenya in terms of objectives and approaches.

The goal being to support the inclusive National Strategy to Counter Violent Extremism and rallying all sectors of Kenyan social, religious, and economic life to emphatically and continuously reject violent extremist ideologies and to shrink the pool of individuals whom terrorist groups can radicalize and recruit.

Results:

Increased 7 CEFs. 102 members trained/ capacity built to report on the implementation and outcomes of the various CAP initiatives.

Sensitization on PCVE to reaching 700 community members directly and diverse groups during 102 CSO activities.

Improved relationships and interactions between security agencies and community members reaching 791 participants through joint forums.

Successful lobbying for mainstreaming P/CVE through the 7 CAPs to the County Integrated Development Plans and continuous close coordination with all existing and planned P/CVE initiatives.

Development of the Standard Operating Procedures (SOP) for Management of County Level Structures towards the Implementation of the 47 CAPs Action Plans for Preventing and Countering Violent Extremism.

Baseline Assessment Report and context analysis providing stakeholder perspectives from the 7 counties.

Community members have increased awareness on the threat of VE and where to report following awareness creation and sensitization during partner activities.

Through regular; monthly CAP pillar members' meetings, monthly CEF secretariat meetings and quarterly county engagement forums actively and effectively reaching 628 CEF members, efforts of coordinating P/CVE activities in the counties of implementation have been greatly enhanced.

The project has supported Lead CSOs to implement CAP initiatives in the different counties. The activities are implemented to achieve certain outcomes including: Youth have access to socio-economic opportunities and private sector is fully engaged with the CAPs, and fill the gap in terms of jobs and opportunities; enhanced relationship between community members and security actors: Security actors are equipped with knowledge on how to engage with and enhance trust building with communities and Women being fully engaged in informal and formal security structures: Women have enhanced capacity, are represented and fully engaged in informal and formal security structures at the county level, improving the mainstreaming of gender within PCVE.

The program has been able to enhance the grasp of events in the community that are playing a key role in increasing vulnerability to violent extremism as well as ways to build community resilience.

The program has been able to sensitize youth and women across the counties on various socio-economic empowerment opportunities available in national government and county governments' entities as well as the private sector.

Resilience Peace and Stability (RPS) Program

The five-year (2021-2025) Resilience Peace and Stability (RPS) program funded by the Ministry of Foreign Affairs of Denmark seeks to address violent extremism, political and natural resource-based conflicts in Kenya. The program particularly aims to improve capacity and effectiveness of CSOs, government and security oversight bodies to counter violent extremism as well as prevent political and natural resource conflicts in Kenya.
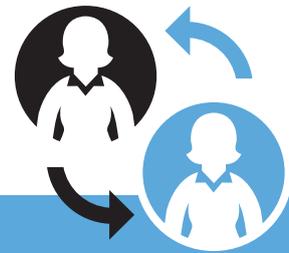
The main outcomes contributing to the Program objectives are as follows;

Enhanced cooperation and trust between communities and government agencies (esp. police) based on respect for human and good governance.

Enhanced relations between groups and communities affected by conflict (inter-ethnic, intra-ethnic and others).

Increased anchoring of at-risk individuals in the communities through improved messaging, economic opportunities, social linkages and sense of belonging especially for women, youth and vulnerable communities to reduce pull and push factors towards violence.

The **target counties** are West Pokot, Garissa, Mandera, Turkana, Samburu, Laikipia, Isiolo, Meru, Mombasa, Kwale, Lamu, Mandera, Bungoma and Nairobi. The major focus for the reporting period was programming around mitigating/addressing electoral violence.

Political violence has been witnessed ever since the introduction of multiparty politics over 30 years ago. There have been numerous acts of politically related violence in Kenya, often weaponized by politicians and occurring either immediately before, during or after elections. With 2022 being the "Elections Year" Kenyans once again had the opportunity to engage in the democratic process by electing their leaders. Overall; Kenya has made enormous strides as a country in improving some elements of the election processes while in others it is still lagging and yet indeed, in other areas it has retrogressed. The 2022 general election was comparatively, in relation to past elections more efficient and transparent, with fewer human rights violations.

Overall, elections continue to fuel polarization and feelings of marginalization in parts of the population and electoral cycles end with the cannibalization of key governance institutions and often reduced confidence in public institutions. The continued erosion of democratic values remained a continuing challenge

to credible elections in the county. As politicians traversed the country, polarization rose. There were cases of sporadic electoral-related clashes, hate speech and some violence. Conflict sensitivity and conflict hotspot mapping studies conducted showed that there was real likelihood of violence. The National Cohesion and Integration Commission (NCIC) placed the country's vulnerability to election violence in 2022 at 53.4%. Insecurities resulting from other factors including banditry and criminal gangs had implications to the general environment and further disadvantaged the traditionally marginalized groups, including women.

RPS partners monitored the electoral processes from the party nominations period, the elections and the post-election activities across the country. The program also partnered with the NCIC to develop interventions on county conversations on peaceful elections that brought together political actors, youth representatives, civil society, community leaders, local peace structures, election mediators, the media, IEBC risk champions and security agency representatives. The initiatives complemented the current RPS interventions; focusing on conflict triggers and drivers in each of the target counties and proposing measures to prevent and mitigate conflicts and violence during and after the electoral processes.

As the general elections beckoned, Act!, through the Resilience Peace and Stability program funded by The Royal Danish Embassy in Kenya found it necessary to engage with strategic partners such as the NCIC. The activities provided a platform for dialogue with various stakeholders including political aspirants to commit to peace. More to that, the fora sought to: Provide a platform for communities to reaffirm the peace and security situation of the mentioned counties, Secure the commitment of the political class in maintaining peace especially during the electioneering period and build consensus on the role of stakeholders including grassroots CSOs in promoting violence free elections. The engagement saw conversations that led to strengthened formal and informal community structures for peaceful co-existence; a commitment by the political leaders to promote peaceful and violent-free elections and high-level consensus among stakeholders.

Part of the Program's support towards peaceful elections was a cross counties' series of journalists' trainings with community journalists from 20 counties. The Program targeted media as a significant institution in the delivery of peaceful elections- with a greater focus on community media. Journalists were considered as stakeholders- key to fanning or ending conflicts based on how they report on issues and incidences- their ability to investigate, moderate and report on their findings can either support efforts on peace or cause the opposite to happen especially

in the current context where information circulates faster and spreads wider (advent of digital and technological advancements). Through engagement with the Media council of Kenya, Act! was able to train over 150 community-based journalists from: Mombasa, Kwale, Kilifi, Tana River, Nairobi, Kajiado, Kiambu, Isiolo, Laikipia, Garissa, Usain Gishu, Trans-Nzoia, Bungoma, Nandi, Nakuru, West Pokot, Kisumu, Migori, Homabay, and Siaya Counties. Among the topics covered were Reporting: Ethical Challenges for Kenyan journalists, Conflict Sensitive Reporting, Gender Sensitive Reporting, Hate Speech and Conflict Mitigation through media, Safety and Staying Safe when Reporting from the Frontline.

Through the activities, the program made a significant contribution to community peace and security. These interventions worked towards promoting peaceful co-existence among community members and especially women, youth, men, duty bearers, media practitioners and peace and security actors by creating awareness on eminent issues concerning their constructive engagement in the upcoming elections. The project equally contributed towards strengthening communities' capacities to identify and handle electoral related conflicts to reduce/prevent the high levels of conflict experienced in every electoral cycle by supporting them to take develop actions and take lead roles towards peace and security during the 2022 general elections cycle.
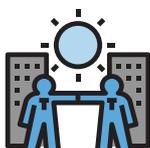
Key Achievements

The following are some of the key results achieved and or activities undertaken during the reporting period:

Improved capacity and effectiveness of CSOs, government and security oversight bodies to counter violent extremism and prevent political and natural resource conflicts in Kenya.

Partnership Building and Networking: For purposes of building and deepening partnerships and networks, the program held several informal meetings with likeminded organizations and particularly CSOs working on peace, security and PCVE issues in the region. Informal meetings were also held with national level institutions such as the *National Steering Committee on Peace Building and Conflict Prevention (NSC)* now Peace Building and Conflict Management Directorate within Office of the President (Interior and Coordination of National Government) as well as the *National Counter Terrorism Centre.* As an outcome of these meetings, the Program is now well appraised of the key peace, security and CVE issues in the country, lessons learned, and challenges faced in mitigating conflicts and countering violent extremism.

The Program and downstream partners through the multi-sectoral agencies on election preparedness towards having peaceful elections played a crucial role in organizing grassroots **community engagements aimed at sensitizing vulnerable communities against 8 peace commitments/agreements signed by political actors** that would have led Kenya into political chaos and skirmishes.
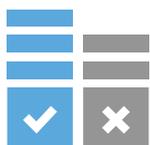
Through the human rights and election monitoring initiatives, program partners also prepared and **disseminated 12 reports on human rights violations and electoral malpractices incidences** and recommendations that would improve Kenya's electoral systems.

RPS program activities also achieved reduced conflict and violence amongst communities in various counties with a focus on **promoting police accountability,** strengthening the resilience of out-of-school and school-going youth to violent extremism through capacity building on violence prevention and economic empowerment as well as **enhancing the implementation of the 3 CAPs on preventing and countering violent extremism.**

Through the Program; **143 members sensitized on human rights and good governance** have since adopted non-violent approaches in their service delivery across the counties of operations, and this has increased community members' trust and confidence in security providers in their services delivery to citizens.

The RPS program **strengthened community/security relationships.** The consortium and the downstream partners created a platform for dialogue between the police and the community. As a result, joint community-police action plans were developed to identify and tackle security concerns. This played a key role in efficiently managing community security issues in the target counties.

Democracy, Governance and Human Rights

Kenya Devolution Program (KDP) - Timiza Ugatuzi

The Kenya Devolution Program – Timiza Ugatuzi, is a 4-year National Program (2021-2025), funded by the Foreign, Commonwealth and Development Office (FCDO), and is being implemented by a consortium of local and international organizations, led by Act Change Transform (Act!). It builds on successes and lessons from previous FCDO and other donor investments in devolution in Kenya, including the Kenya Devolution Support Program (KDSP) and Agile Harmonized Assistance for Devolved Institutions (AHADI). The Program aims to address some of the specific challenges facing devolution in selected counties in Kenya. The challenges include; ineffective intergovernmental relations, ineffective county planning, public finance management and staff performance, inadequate engagement between county governments and citizens in service delivery and limited integration of evidence, digital technology and learning as enablers of public service delivery and reform. The overall objective of the Programme, is to strengthen the effectiveness of Kenya's devolution process. It particularly focuses on improving development results at the county level, by strengthening effective, open, & accountable county governments that improve service delivery & reduce poverty. The Programme has 5 key Output Areas namely:

Intergovernmental relations that supports devolution

Effective county planning, public finance management and staff performance

County government and citizens' engagement to improve service delivery and livelihoods

Evidence generation, digital technology and learning as enablers of public service delivery and reform

The UK development portfolio is better aligned with county government priorities

In its first year of implementation, the Program focused on pre-election transition management as the country prepared for the general elections towards a smooth transition to ensure no disruption to service delivery. Act! partnered with various intergovernmental institutions to develop transition plans that included a framework among devolution actors that outlined the role of the Ministry of Devolution in developing the sector policy and plan over the next 5 years. The Council of Governors and the County Assemblies Forum led the transition management and induction for the County Executives and County Assemblies. The support from Act! included technical assistance and convening of technical committee meetings and forums that led to the development/review/updating/publication of; policies, frameworks, guidelines, strategic plans, manuals and instructional materials.

More to that, the consortium partners conducted assessments on the status of long and medium term planning; 10-year sector plans, spatial plans, county integrated development plans (CIDPs), own source revenue performance, legal and administration structure within planning and budget execution, budget execution structures, performance by counties; procurement, internal audit & human resource, health

planning, public expenditure management, and oversight structures at the County Assemblies.

Act! engaged 16 CSOs Networks who focused on: Advocacy activities to unlock gaps in Health, Water, Agriculture and Livestock services through social accountability; Mobilizing stakeholders and citizens for inclusion in the development of the 3rd Generation CIDPs, finalization of Youth Policies, and Urban Development Plans; and Piloting Community Contracting initiatives in implementing government development projects. The county level CSO Networks worked in collaboration with Act! and the Danish Refugee Council (DRC).

Scoping studies including; the Deep Dive PEA, Public Perception Survey, and five Digital Innovations Study to assess the preparedness of counties in integration of digital interventions were conducted. Moreover, a baseline Study was conducted which included document review and data from the Public Perception Survey to determine the status of indicators to form a basis for tracking the progress of the Program. In addition, the log frame and results frameworks were also finalized to guide project implementation.
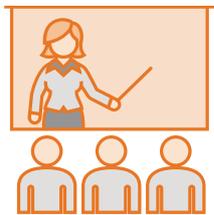
Achievements

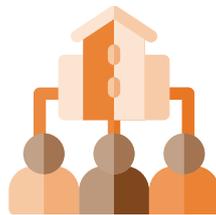**Output**

ONE
Intergovernmental relations that support devolution

Draft Sector Plan for Devolution 2023 - 2027

Draft policy on the Devolved System of Government

Framework for the Transfer of Fines Imposed under County Legislation

2nd Edition of Curriculum for the Induction of Members of the County Assembly

2nd Edition Training manual for Members of the County Assembly

2nd Edition of the Draft Guide to the Legislative Process in Kenya

Assessment Report on the County Assemblies Quality of Legislation (2017 – 2022)
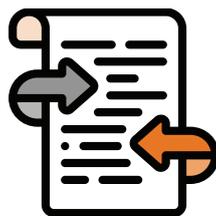
North Rift Economic Bloc (NOREB) Blueprint

Strategic Plan (2022 - 2026) for the Jumuiya ya Kaunti za Pwani (JKP) Secretariat
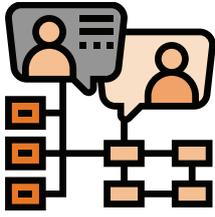
Strategic Plan (2022 - 2026) for the Narok Kajiado Economic Bloc (NAKAEB) Secretariat
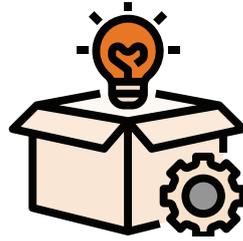
Launch and Dissemination of the Lake Region Economic Bloc (LREB) Strategic Plan (2022 - 2027)

County Resource Development Bill Memorandum, 2021 to institutionalize the Regional Economic Blocs

- Sensitization of County Assemblies Transition Committees
- Dissemination of the Guidelines for Preparation of County Sectoral Plans in partnership with State Department for Planning
- Transition Committees Sensitized at County Level: Executive on Assumption of Office Act, 2019

Output

TWO

Effective county planning, public finance management and staff performance

Review of the 2nd Generation CIDP for Mombasa, Kisumu and Isiolo counties
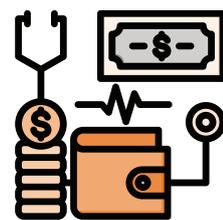

Capacities enhanced in 5 counties at the Executive level in Kakamega, Narok, Isiolo, Laikipia, and Elgeyo Marakwet counties on:

- Procurement and internal audit
- Procurement plan template
- Standard bidding documents
- 64 staff members trained in procurement across the 5 counties

Enhanced budget execution in procurement and internal audit

Four county revenue enhancement plans

- Mombasa County; 10-year Agriculture Sector plan, 10-year Environment Sector Plan, 10-year Water & Natural Resources Sector Plan and 10-year ICT Sector Plan.
- Laikipia County; 10-year Health Sector Plan
- Turkana County; 10-year Health Sector Plan
- Champions identified in Kakamega and Elgeyo Marakwet Counties to work with PwC in year 2 to mentor and coach other members of staff for sustainability

Draft performance management policy developed for adoption by the County Public service Board (CPSB) of Narok and Elgeyo Marakwet counties

Output
THREE County government and citizens' engagement to improve service delivery and livelihoods

- Developed two knowledge products on Community Contracting and Community Score Card based on advocacy interventions undertaken by the CSO Networks.
- Based on the two knowledge products, Output 3 collaborated with Output 4 in coordinating knowledge exchange among the 16 CSO Networks which validated the knowledge products.
- The County CSO Networks resolved issues affecting service delivery through;
  - Community scorecards and advocacy in 10 counties; Kiambu, Kakamega, Kilifi, Kisumu, Laikipia Mombasa, Nyamira, Siaya, Turkana, and West Pokot
  - Community contracting in 1 county; Baringo
- In public participation;
  - Through effective lobbying, the draft Isiolo County Public Participation Policy was tabled, discussed
  - and approved by the County Executive Committee in May 2022 (although with comments to be addressed); and
  - The KDP Secretariat supported stakeholders' engagements and redrafting of the draft Mombasa County Youth Development Policy.
- For the Sector working groups;
  - 6 representatives of the CSOs Network were incorporated to 5 Sector Working Groups in Mombasa County.
  - 10 representatives of the CSOs Network were incorporated in all the SWGs in Mandera County
  - 28 representatives of the CSOs were incorporated in 8 SWGs in Isiolo County.
  - The non-state members of the Turkana, Isiolo and Mandera County Budget and Economic Forums (CBEFs) were trained on their functions with emphasis on public participation and supported to develop their public participation work plans.
- In CIDP development;
  - Developed roadmaps for public participation in Mombasa, Isiolo, Turkana and Tharaka Nithi Counties.
  - Supported Tharaka Nithi County SWG to review the draft End Term Review of the 2nd Generation CIDP.

Output

FOUR

Evidence generation, digital technology and learning as enablers of public service delivery and reform

Deep Dive Political Economy Analysis

Public Perception Survey report

Eight case studies on social accountability

- In collaboration with Output 3, we held a knowledge exchange forum on citizen engagement and social accountability that brought together representatives of the CSOs Networks and County Governments which were covered by KDP in year one of implementation.
- Close-out assessment report on the CSOs year 1 implementation. The report gives a comprehensive overview of the findings on the status of implementation of interventions, status of program results/outcomes, lessons learnt and recommendations. The assessment also evaluated the data quality, documentation of knowledge products and grant management aspects of implementation.

Output

FIVE

The UK development portfolio is better aligned with county government priorities

- Nominated members to the Programme Advisory Committee and KDP Steering Committee
- Participation in the Devolution Sector Working Group and Devolution Donor Working Groups engagements
- Developed the County Government priority tracking tool and the UK development portfolio alignment tracking tool

Opportunities
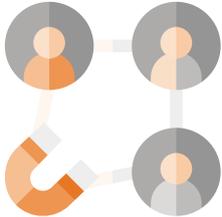
Strategic Engagements with the leadership of the implementing counties

Align program interventions to the current Governors' Manifestos and CIDPs

Handhold County officials and induct the new Governors, Members of County Assemblies (MCAs) County Executive Committee (CEC), Chief Officers (COs) and Directors on KDP

Strengthen continuous linkage of program activities with Output 3 to ensure CSOs/citizen engagement to achieve enhanced accountability throughout the program implementation period

Foster collaborations with other FCDO funded programs

Reintroduce the Program to selected counties due to changes in leadership and administration

Convene regular sharing of evidence forums among partners and devolution stakeholders through various forums

- In the next phase of program implementation, the program team will consolidate more interventions in fewer counties in order to achieve greater impact rather than spreading the interventions wide to more counties.
- Strengthen one program approach. This will contribute to increasing efficiency and lead to realization of value for money in the next phase of implementation.
- The KDP Secretariat to facilitate increased visibility and audibility of the program activities using social media platforms and other platforms within the devolution space.
- The KDP Secretariat to coordinate documentation of success stories and lessons learnt from year 1 implementation work and further spearhead scaling up of identified good practices in the next phase of implementation.
- KDP Secretariat plans to come up with annual plans broken into phases of six months getting into year 2 for more effective and adaptive programming.

Kenya Electoral Conflicts Mitigation and Civic/ Voter Education Support (ECCES) Program

The program supports civil society and youth to successfully participate in democratic processes; lead voter and civic education and implement local strategies to mitigate and prevent electoral violence.

Focus areas

Prevent and mitigate electoral-related violence by strengthening early warning and early response mechanisms.

Build the capacity of local structures, networks, and institutions to promote and advocate for peaceful elections.

Promote inclusive civil society, youth and women-led voter and civic education while expanding opportunities for young women candidates.

Increase participation and representation of women and youth in democratic processes–party primaries, the general elections and post general election

Strengthen capacity and collaboration among county-based partners, strategic networks, and institutions in counties with highest risk of violence and political manipulation.

Implementation Counties: Mombasa, Kilifi, Garissa, Isiolo, Kiambu, Uasin-Gishu, Nandi, West Pokot, Laikipia, Tana-River, Nakuru, Migori, Kisumu, Bungoma, Kwale, Kajiado, Trans Nzoia and Nairobi

Kenya 2022 general election: ECCES Program support, prevents election violence and increases women's participation

The lead-up to the 2022 general election in Kenya raised serious concerns about the potential for election-related violence. The country has a history of contested polls, which resulted in thousands of deaths and the displacement of hundreds of thousands of people after the 1992, 1997, 2007, and 2017 elections.

The 2022 polls further highlighted the obstacles faced by women and independent candidates in securing political seats. Misinformation and disinformation threatened to undermine the campaigns and the elections at large, including the capacity of voters to make independent decisions.

Challenges faced during the elections and their effects

In 1992, ethnic clashes occurred in the Rift Valley and continued to influence the political environment including the 2022 general elections. Kikuyu and Kalenjin in the Njoro constituency of Nakuru, particularly in the Lusiru area, which serves as a boundary between the two tribes have a history of inter-communal violence.

In Mathare, Nairobi, Felix Ochieng' experienced heightened anxiety during every general election since 2007, when his brother Moses Egesa survived the post-election violence that tore the country apart along ethnic lines.

Bandits planned a raid in Isiolo on the eve of the election to disrupt the vote and steal cattle, food, and drugs from local stores. Meanwhile, in Hurara, Tana River, boda boda riders were susceptible to political manipulation and had been involved in violence during previous elections.
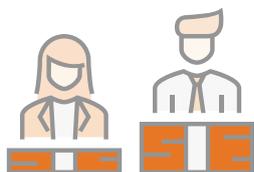
Many women, who were already marginalized, faced significant barriers in their attempts to win the election. One of them was Jerusa Aleu from Bungoma.

Independent candidates like Elijah Murage from Waseges ward in Nakuru had to contend with a barrage of misinformation and disinformation that undermined their chances of success.

And that's not all.

As the 2022 general election approached, Act! prioritized empowering civil society and youth to effectively engage in democratic processes. Through the USAID Kenya Electoral Conflicts Mitigation and Civic Education Support (ECCES) Program, Act! supported efforts to promote voter and civic education and implement strategies to prevent and mitigate electoral violence.

Act! focused on addressing electoral violence in Lusiru by conducting sustained peace meetings and providing a safe space for the conflicting communities to dialogue. The two tribes, Kikuyu and Kalenjin, formed a 105-member committee of peace ambassadors, and camped in Lusiru, holding meetings to promote peaceful co-existence.

In Mathare, Act! provided Ochieng with training on early warning and early response mechanisms. He became a peace advocate, urging his peers to reject violence and promote peaceful living.

Some 269 kilometers northeast of Isiolo, Act! facilitated a meeting between village elders and government officials in Isiolo to prevent a planned banditry attack on the eve of the general election.

Act! also held several meetings with Tana River boda boda riders to promote peaceful living, leading to the formation of a youth group that embarked on a mission to curb poll violence.

In Bungoma, Act!, provided Aleu with skills in political campaign strategies, resource mobilization, and survival of candidates. Aleu's skills were honed, and she became a leading candidate for the Milima ward seat. Similar trainings were provided to female candidates across the implementing counties.

Act! noted the disinformation campaign in Waseges and launched a counter-narrative drive, using radio and public meetings to urge voters to cast their ballots based on candidates' manifestos and not party affiliations.

Bigger Impact

Act!'s intervention was crucial in ensuring peaceful elections in some of the country's most troubled areas. In places like Mathare, Lusiru, Hurara, and Isiolo, where violence was expected, there were no conflicts. As a result of our work, some counties where these areas are located were delisted from the hotspot zones. The 2022 general election passed as one of the most peaceful in Kenya's history, and this was partly due to the efforts of organizations like Act!

Additionally, Act! played a role in increasing the number of women elected to office. Aleu, who received education on political campaigns from Act!, defeated 16 opponents, 15 of whom were men, and became the first woman to hold Milima's ward seat since independence, with 1,777 votes. In the 2022 general election; 30 female MPs were elected (an increase from 23 in 2017), 7 female governors were elected (up from 3 in the previous poll).

In the 2022 general election, there was an increase in the number of independent candidates who won MCA positions, including Murage from Waseges. A total of 120 independents won, up from 109 in 2017. Murage himself credited Act!'s efforts to counter misinformation and disinformation in his ward as a key factor in his successful bid for the MCA seat.

"It enabled voters to look at my capabilities, which is why many voted for me," Murage said.

Data

Act! successfully reached over 16 million people with peace, civic, and voter education messages through the ECCES program. This resulted in 50 peace accords to stop poll violence.

Furthermore, ECCES strengthened the resilience and long-term sustainability of 42 CSOs.

As a part of the program, 151 journalists and 30 community groups were trained in conflict-sensitive reporting and mediation, respectively. This equipped them to effectively communicate accurate and violence-free stories, thus playing a crucial role in ensuring the safety of their communities.
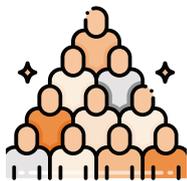
Successfully reached over 16 million people with peace, civic, and voter education messages

50 peace accords to stop poll violence

ECCES strengthened the resilience and long-term sustainability of **42 CSOs**
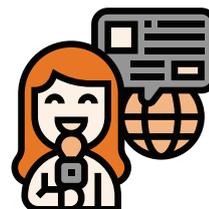
151 journalists and 30 community groups were trained in conflict-sensitive reporting and mediation

Sustainable Environment and Natural Resources Management

Background

The U.S. Forest Service (USFS), in partnership with USAID Kenya, engages with the government of Kenya, forest communities, and technical partners in the sustainable management of natural resources. USFS offers technical assistance and supports the building capacity of its partners to advance conservation in Kenya's diverse landscapes. Technical cooperation occurs between USFS and various national-level entities, respective county governments, NGOs, and communities. Specifically, USFS is supporting grassroots-level community-led engagement in forest management and ecosystem conservation. USFS is engaged directly with community representatives, to establish a civil society organization, which enables community members to take the lead in conservation efforts in the Mt. Elgon ecosystem. Additionally, USFS seeks to develop a framework by which the contributions of Kenya's diverse ecosystem services can be accurately reflected in national accounting. USFS will work with stakeholders to establish a work plan that outlines how activities will help achieve national accounting targets, leveraging USFS's technical expertise and experience.

Role of Act!

While the U.S. Forest Service provided the overall direction, management decisions, and initial funding for the project; a locally based USFS technical consultant was engaged to work with partners on the ground to establish the association and facilitate daily operations during implementation. The USFS specifically worked directly with Act! to support the overall legal, administrative, and logistical duties of the projects implemented in Kenya. These included providing operational and administrative support over the entirety of the project period. Only on demand, Act! would provide technical support and other inputs.

Interventions and Results

In 2022, the USFS ENRM projects in Kenya sustained the focus on strengthening community capacity at the forest level in natural resource management within the context of Journey to Self-Reliance (J2SR). The CFAs strengthening interventions involved;

- Building the CFAs' capacity to plan and implement sustainable solutions to their natural resources' management and own development challenges. The investments were aimed at enhancing effectiveness, inclusivity, and accountability.
- On the national level interventions, the USFS support contributed to the development of frameworks to demonstrate the contribution of natural resources to national accounting. The activities also strengthened local communities and county governments' participation in landscape conservation, improved CFA institutional governance, and increased economic benefits to the local people.
- Through targeted community-level outreach and engagement, the USFS advanced a model for forest conservation and community development. The model focuses on community members taking a lead role in conservation efforts and also benefiting more from their efforts.
- In the development and implementation of participatory forest management plans (PFMPs), USFS support enabled continued collaboration with local communities and County Governments of Bomet and Trans Nzoia. The Kenya Forest Service (KFS), Kenya Forestry Research Institute (KEFRI), and other local partners were involved.
- During the same period, the financial support enabled technical support to KFS and the community to complete the development of PFMPs for Chepalungu and Kiptogot forests. This support saw the protection of 4,871.1 and 10,243 hectares of forest resources in the two forests respectively.
- In the third quarter, USFS solicited the support of KEFRI to develop grazing management plans for Chepalungu and Kiptogot forests. Development of the grazing plans would entail the collection of data and information on sustainable stocking rates and grazing on the two forest ecosystems to inform the development of sustainable grazing management strategies.
- During the year, Act! with resources from the USFS facilitated the convening of the PES technical committee tasked with executing stakeholder mapping and analysis in Naivasha on 4th August 2022 and tasked them with executing stakeholder mapping and analysis. In addition, the committee developed tools to guide the technical review of existing frameworks at the national and regional scales for PES and the integration of natural capital into national accounting. Technical review is planned to commence and end in the 1st quarter of 2023. In the same period, the Kenya-based USFS technical consultant and two members of the board of the Mt. Elgon trust attended the Africa protected areas conference (APAC) held in Kigali, Rwanda which took place between 16th to 24th July 2022.

How We Spent Our Resources

The year 2021 witnessed a recovery from economic strains as a result of the COVID 19 pandemic which happened at a time when previous programs were closing out. Not only did the recovery season present an opportunity for the organization to intensively seek resource mobilization initiatives but also brought to light the need for alternative fundraising approaches.

The reporting year 2021 -2022 saw a total income of 1.272 billion which resulted mainly from the Peace Building and Conflict Transformation (PBCT) with Democracy, Governance and Human Rights (DGHR) Platform and Environment and Natural Resource management following.

Value of implemented Projects in 2022 (KES)	Proportion by Funding	Value of implemented Projects in 2021 (KES)	Proportion by Funding
PBCT	404,301,574.90	37.82%	137,267,512.50	67.55%
DGHR	651,860,311.54	60.97%	65,934,820.34	32.45%
ENRM	3,585,450.46	0.34%	-	0.00%
Other Income	9,393,315.79	0.88%	-	0.00%
	1,069,140,652.69	100.00%	203,202,332.84	100.00%

Act! Funding Per Pillar in the year 2022

PBCT 37.82%
DGHR 60.97%
ENRM 0.34%
Other Income 0.88%

Legend: PBCT · DGHR · ENRM · Other Income

Act! Funding Per Pillar in the year 2021

PBCT 67.55%
DGHR 32.45%
ENRM 0.00%
Other Income 0.00%

Legend: PBCT · DGHR · ENRM · Other Income
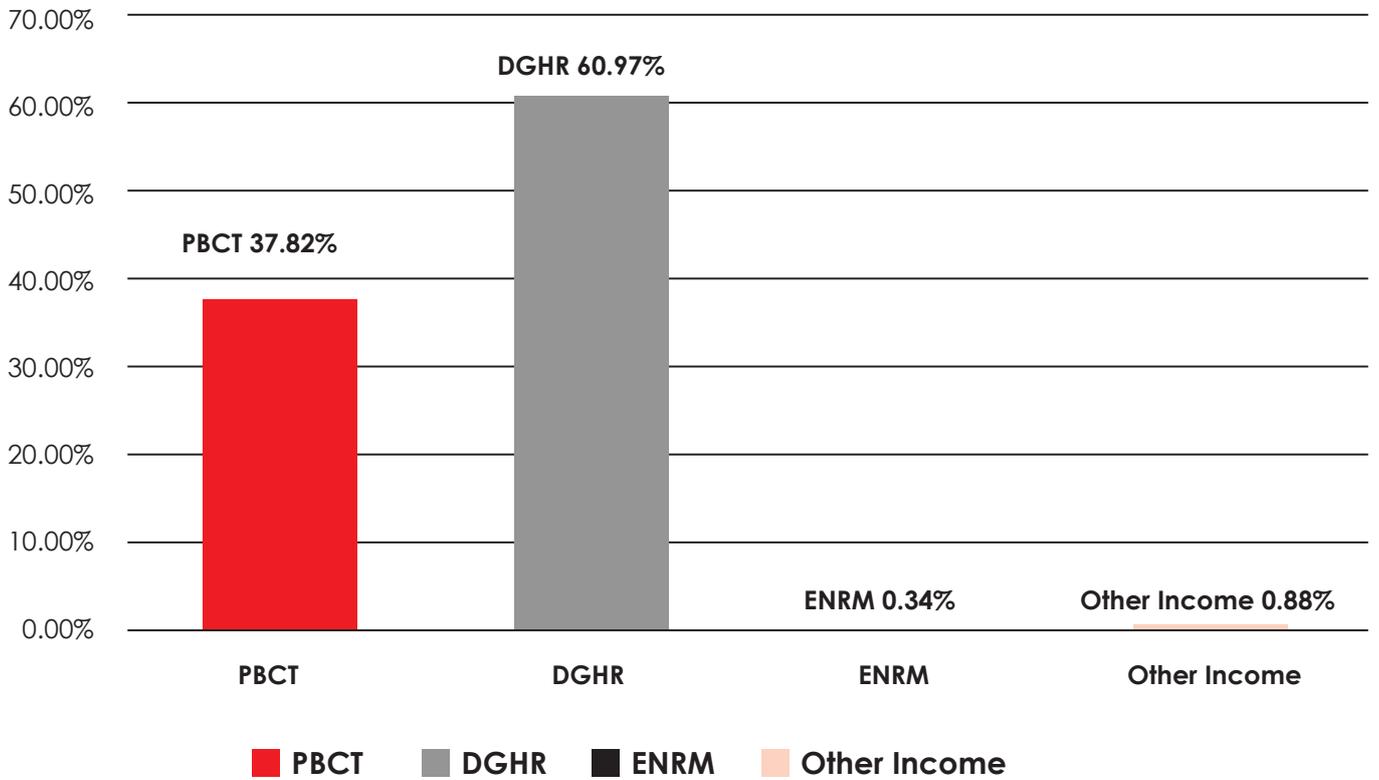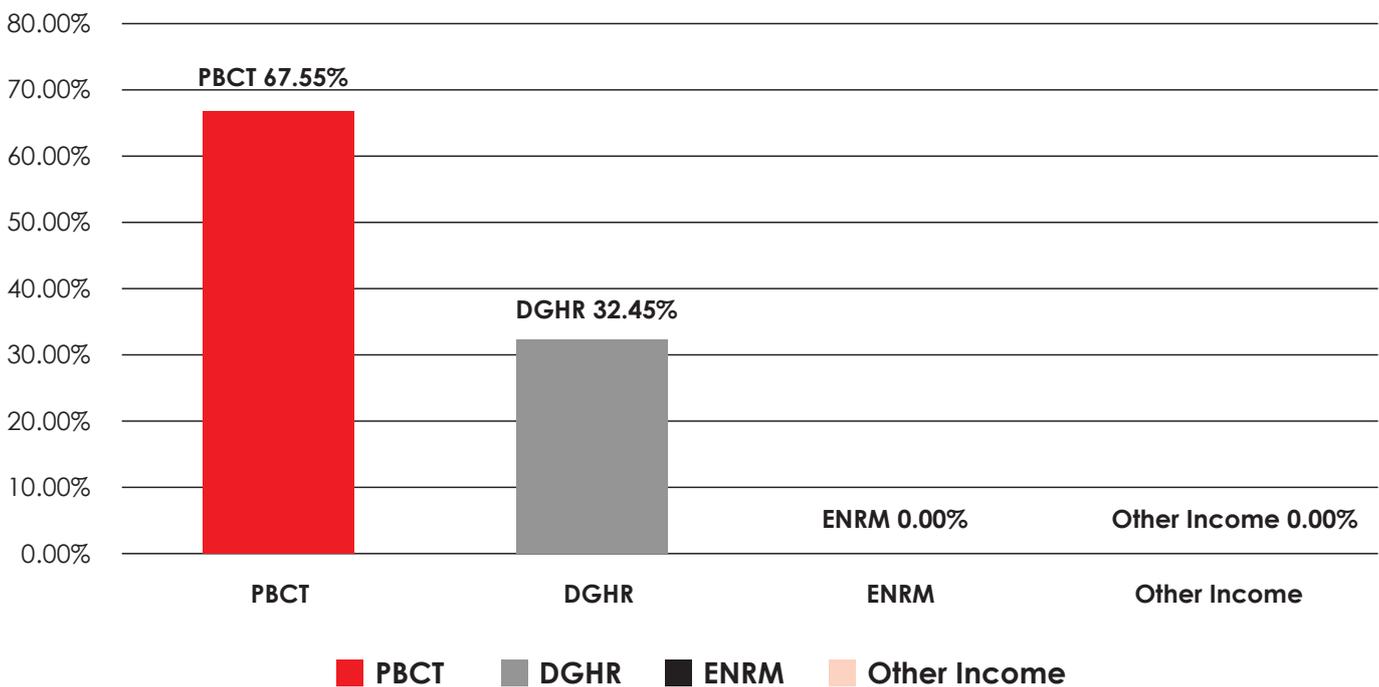
Appreciation

We wish to express our gratitude to our partners: UKaid through the Foreign Commonwealth Development Office (FCDO), The Royal Danish Embassy in Kenya, USAID, and The Global Community Engagement and Resilience Fund (GCERF). They have generously provided the resources that have made it possible for us to implement the various programs and projects. On behalf of the constituents we serve, we say thank you for making a difference in their lives.

We also wish to thank our nationwide partners who implemented the various interventions across the various parts of Kenya. Without your cooperation, dedication and commitment, we would not have achieved the positive change on the lives of millions of Kenyans that we reached.

Our Donors

Strategic Partnerships

National-Wide Presence

Partner	County of Implementation
African Rangeland Trust	West Pokot
Arid And Semi-Arid Land (Asal)-West Pokot Chapter	West Pokot
Badili Africa Organization	Nairobi
Baringo Civil Society Organizations Forum	Baringo
Bunge Mashinani Initiative	Kiambu
Caritas Meru	Tharaka Nithi
Centre For Enhancing Democracy And Good Governance	Baringo
Centre For Transformational Leadership	Nakuru
Coast Civil Society Network For Human Rights	Mombasa
Coast Interfaith Council Of Clerics	Mombasa
Community Capacity Building Organization	Kakamega
Community Empowerment & Environmental Development	Isiolo/Meru
Community Initiative Action Group	Siaya
Community Safety Initiative Kenya	Samburu
Complit Kenya	Nyamira
County Governance Watch	Nairobi
Danish Refugee Council	Garissa/Mandera/Turkana
Daraja Civic Initiatives Forum	Nairobi
Elgeyo Marakwet Civil Society Organizations Consortium	Elgeyo Marakwet
Elgeyo Marakwet Civil Society Organizations Network	Elgeyo Marakwet
Elgeyo Marakwet Youth Forum Association	Elgeyo Marakwet
Foundation For Dialogue	Nyeri
Haki Africa	Mombasa
Human Rights Agenda	Kwale
Isiolo Civil Society Network	Isiolo
Kakamega County Civil Society Organizations Network	Kakamega
Kareu Mpya	Bungoma
Kareu Mpya	Bungoma
Kenya Community Support Centre	Kilifi
Kenya Muslim Youth Alliance	Mombasa
Kenya Parliamentary Human Rights Association	Bungoma/Isiolo/Kwale
Kenya Youth Bunge Initiative	Lamu
Kiambu County Empowerment Network	Kiambu
Kilifi County Civil Society Organizations Network Was	Kilifi
Kisumu County Civil Society Organizations Governance Network	Kisumu
Kiunga Youth Bunge Initiative	Lamu
Kwacha Africa	Kilifi
Laikipia County Civil Society Organizations Forum	Laikipia

Partner	County of Implementation
Local Empowerment For Good Governance	Mombasa
Mandera County Civil Society Organizations Network	Mandera
Midrift Hurinet	Nakuru
Muslims For Human Rights	Mombasa/Kilifi/Tana River/Kwale
National Youth Bunge Association	Nairobi
Pamoja For Transformation Trust	Kisumu
Pastoralist Girls Initiative	Garissa
Pastoralist Women For Health And Education	Isiolo
Pathways	Laikipia
Rural Aids Prevention & Development Organization	Migori
Rural Empowerment Development Organization	Bungoma
Rural Women Peace Link	Uasin Gishu/Nandi
Sustainable Approaches For Community Empowerment	Turkana
Sauti Ya Nyamira Civil Society Organizations Network	Nyamira
Shepherd Mission	West Pokot
Siaya County Civil Society Network	Siaya
Supkem-Garissa	Garissa
Tharaka Nithi County Civil Society Organisations Development Network	
Transform Empowerment For Action Initiative	Kisumu
Underit Youth Group	Nandi
Uraia Trust	
Usawa Inc.	Nairobi
Voice Of Peace For All In The Horn Of Africa	Mandera
Woman Kind Kenya	Garissa
Worthy Vision	Wajir

Indexes and Appendices

Strategic Plan Objectives, Indicators and Targets Matrix

Result	Indicator	Target 2022	Comments (including on progress by 2022)
4.1.1.1 Citizen Engagement			
Focus Area: Citizen engagement Specific Objective: Increased citizen participation in and oversight of relevant governance processes	# of civic awareness initiatives supported especially among the youth, women and marginalized groups	700 Activities (ECCES) + 24 activities (KDP)	The count will register civic education activities undertaken by both Act! Uraia and downstream partners under the ECCES program. To qualify to be counted, civic education activities should raise awareness on but not limited to peace and cohesion, participation in governance processes including election, boundary delimitation, public vetting, accountability forums and citizen rights. Due to the definition of civic education (provision of information and learning experiences to equip and empower citizens to participate in democratic processes), under KDP this has happened thro' CSOs activities
	Indicator (Outcome)		
Outcome statement: Improved capacity of supported citizens/CSOs to engage in key governance processes, monitor performance and provide oversight of public institutions.	# of CSOs engaging in key governance processes such as public participation, policy development, accountability	16 county CSO networks	Under KDP Output 3, the program engaged 16 counties CSO networks across the county in year one and additional 4 counties from year 2 -4. Capacity of CSOs (OD)\ KDP CSOs ARIVE RPS
Outcome statement: Increased citizen driven service delivery in focus locations.	# of instances of citizen driven initiatives for improved service delivery in focus locations	20	4 in Baringo -2, W. pokot 2, Nyamira 2, Kisumu 2, Siaya 2, Kakamega 1, Kilifi 1, Msa 2 Laikipia 2 Kiambu 2 and Turkana 2) KDP CSOs ARIVE RPS
At least 5 actions taken annually as a result of advocacy by supported actors (Outcome and indicator)	At least 5 actions taken annually as a result of advocacy by supported actors (Outcome indicator)	8	Actions by county government, national gvt Baringo 2, West Pokot 2, N. Nithi 1, Laikipia 1, Elgeyo Marakwet 1, Kilifi 1)
Strategic interventions and output indicators	Indicators (output)		

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Strengthen state and or civil society systems, spaces and capacities for civic engagement.	# of state actors strengthened for civic engagement with Act! support	30	KDP IGR institutions, counties ARIVE, RPS
	# of CSOs strengthened for civic engagement with Act! support	16	16 CSOs networks with strengthened capacity
Support initiatives that strengthen open, accountable and ethical public financial management and citizen driven social accountability especially by counties; establish county engagement strategy.	# of county finance departments strengthened	4	-Internal audit and procurement departments (Kakamega, Narok, Laikipia, Elgeyo Marakwet, and Isiolo) -Revenue dept. (Kilifi Mandera Elgeyo and Isiolo) - CA Budget and internal audit dept. (Kilifi, Mandera, Msa, Kisumu Isiolo and Turkana)
Advocate or reform and or implementation of applicable legal, policy and institutional frameworks for effective citizen engagement; also, champion changing of regressive norms, cultures & attitudes.	# of Act! supported legal, policy or institutional frameworks development	15	KDP, RPS
	# of forums seeking to champion changing of regressive norms, cultures & attitudes.	20	GCERF, RPS and ARIVE forums on peaceful coexistence
Support further strengthening of devolution to achieve greater state responsiveness, inter-governmental relations, and effective & consistent service delivery	# of counties supported on devolution strengthening	17	KDP – 17 counties supported to strengthen devolution
	# of IGRs supported	15 IGR institutions	KDP (7 regional blocs, CAF,CoG, KLRC, KSG, MoD, IGRTC, Senate, IBEC)
4.1.1.2 Electoral Processes and Political Transitions			

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Expected Outcome 1: Increase in number of supported citizens who participate/engage in peaceful and transparent electoral processes.	% change in voter turnout in 2022 general election.	7 % increase in voter turnout in 2022 election	Sustained voter and civic education supported Act! through ECCES is expected to increase number of people who will vote in August 2022 election by 7 % when compared to 2017 voter turnout. (Data sources: IEBC database.)
Expected Outcome 2: Strengthened (strong) electoral institutions that deliver/ facilitate credible, transparent and peaceful elections & transitions.	Electoral institutions supported	4	Act! through ECCES in partnership with other K-IGAPP partners, will seek to support institutions to deliver free, fair and peaceful elections. Counts will include but not limited to, IEBC, Judiciary, ORPP, NSC, NCIC etc.
	% of election observers who report that electoral processes are free, fair and credible.	95%	Both local and international observers will monitor and observe the conduct of the election on 9th August 2022. The count will register mission observers who report that elections were free, fair and credible as a conclusion to their findings.
Expected outcome 3: Elected leaders meet the leadership and integrity principles contained in the CoK 2010	Number of leaders vetted through community forums	20	ECCES, RPS
Strategic interventions			
Support civic awareness initiatives, especially among the youth, women and marginalized groups.	Number of youths, women, marginalized groups participating in civic awareness forums	Women-25,000 Youth-20,000 Marginalised-2500	The count registers the number of people (women, youth and marginalized) who participate in civic awareness forums on elections and political processes, participation in civic forums in the counties, citizen demand accountability/forums targeting elected leaders.
Contribute to strengthening quality of electoral institutions and processes	Number of forums held with Act! support on electoral conflict prevention	1500	The count will register activities/training/ events meant to build mass support for peace and reconciliations among key actors to an election.
Support actions that enhance political justice and or cement national cohesion and integration.	# of actions that enhance political justice and or cement national cohesion and integration (similar to number of forums held with Act! support on electoral conflict prevention)	30 -ECCES	Under ECCES ,the count will register consensus building forums undertaken involving security sector, CSOs, private sector and political parties.
Undertake regular political economy analysis and context monitoring and disseminate outcomes.	# of political economy analysis studies and context monitoring studies	14 KDP–10 ECCES-4)	The count registers the number of studies conducted to inform programming.

Result	Indicator	Target 2022	Comments (including on progress by 2022)
	# of dissemination forums held to disseminate the PEA and context monitoring	3 (1 KDP, 1 GCERF,1 EC-CES)	The count registers disseminations meetings conducted targeting stakeholders to share findings and recommendations.
	# of recommendations from the PEA analysis adopted or implemented by stakeholders	4	The count registers number of recommendations/lessons from the PEA/Context monitoring that have been adopted by the Act! & K-IG-APP partners
4.1.1.3 Effective and Credible Civil Society			
Outcome 1: Existence and adherence to applicable CSO regulatory and institutional frameworks.	# (and names) of CSO regulatory and institutional frameworks Act! adheres to	2 (e.g Viwango, NGO Board)	OD
Outcome 2: Supported CSOs demonstrate enhanced independence and sustainability.	% of Act! supported CSOs that demonstrate enhanced independence and sustainability	50% To measure, check sustainability scores on repeat OCA – at least increase in 1	OD
Outcome 3: Enhanced quality of strategy, policy environment, systems and leadership within CSOs.	% of Act! supported CSOs demonstrating enhanced quality of strategy, systems and leadership.	50% Check repeat OCA results	OD
	# of forums on CSO policy environment supported	1 CSO Reference group	
Outcome 4: CSOs are well connected, coordinated, cohesive and vibrant.	# of CSOs coordination forums held	121	All programs
Strategic Interventions			
Support establishment and or use of regulatory frameworks and practices that enhance civic space.	Number of regulatory frameworks and practices that Act! engages with	2	OD
Support initiatives that help CSOs strengthen their sustainability and general institutional capacities.	Number of Institutional building initiatives that Act! has engaged with	2	OD Dexis OCA

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Promote mechanisms for effective CSO administration, oversight, compliance and profiling.	Number of CSOs that have gone through Act! OCA process	20	OD RPS ARIVE GCERF The count registers the number of baseline and closeout OCAs conducted for the implementing CSOs
Promote strategic collaborations among CSOs as well as with both State and NSAs (e.g. leveraging resources, joint programming, knowledge sharing etc.)	# of CSO coordination forums between CSOs and with state actors supported by Act!	2 (GCERF with NCTC)	GCERF ECCES The count registers the number of Semiannual coordination forums conducted
4.1.2 Environment, Livelihoods and Natural Resources Management			
Natural resources are responsibly managed and sustainably used within ecological limits.	# of NRM projects	1	ENRM
Community resilience (adaptation and mitigation) to effects of climate variability is strengthened.	# of communities supported on climate change resilience	5	ENRM
Benefits from natural resources are transparently and equitably shared	# of projects supported with benefit sharing with communities	2	ENRM
Strategic Interventions			
Promote enterprise driven climate SMART initiatives (e.g. renewable energy, agro ecology, and circular economy) to enhance CC resilience among vulnerable communities.	# of NRM projects initiated to enhance CC resilience	2	ENRM
Support development of appropriate solutions for addressing CC vulnerabilities across social, market and political ecosystems.	# of key strategies for addressing CC vulnerabilities developed	3	ENRM

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Support domestication and application of (inter) national strategies, protocols, regulatory and institutional frameworks for CC adaptation and mitigation at both national and county levels.	# of national strategies, protocols, regulatory and institutional frameworks for CC adaptation and mitigation at both national and county levels domesticated and applied	2	ENRM
Support advocacy towards accountability/oversight for effective environmental protection and natural resources management, including actions to minimize human-environmental conflict	# of advocacy initiatives on environmental protection	2	ENRM
Promote extractives' sector transparency and accountability including for instance environmental wellbeing, equitable benefit sharing, conflict sensitivity etc	# of Initiatives supporting the extractives sector	2	ENRM
Support initiatives that enhance accces to land rights and land sector reforms	# of initiatives that enhance access to land rights and land sector reforms	2	ENRM
4.1.2.2 Sustainable Livelihoods Development			
Increase in disposable household incomes and/or savings from supported enterprise activities	% change in disposable household incomes from supported enterprise activities	30%	GCERF RPS This indicator will measure the % increase in household income for the beneficiaries supported by Act programs. This shall be measured through surveys during the Midline and End line evaluations
Increased acccess to gainful employment and acced diversified livelihood resources/opportunities	# of employment opportunities generated through Act! programs	280	GCERF RPS This indicator will measure the # increase employment opportunities the beneficiaries supported by Act programs. This shall be measured through surveys during the Midline and End line evaluations, and the routine monitoring
Increased access to markets and fair-trade terms by supported enterprise groups.	# of new markets accessed by supported enterprise groups	10	GCERF RPS

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Strategic Interventions (outputs)			
Support market access and fair-trade facilitation (e.g. cross-border trade, VCD, social enterprise promotion etc.) among prioritised groups	# of new markets accessed by supported enterprise groups	5	GCERF RPS
Support programs that enhance wealth sovereignty, equitable acces to productive resources & socio-economic opportunities for vulnerable groups	# of programs initiated that generate economic opportunities	10	GCERF RPS
Promote a facilitative regulatory environment for enterprises development for vulnerable groups.	# of regulatory policies supported	2	
Strengthen capacity of supported groups towards enhanced productivity and business success.	# of groups capacity built for enhanced productivity	2	
Broker acces to relevant BDS services e.g. financing, technical support, insurance etc.	# of groups accessing relevant BDS services	2	
4.1.3 Peace Building, Conflict Transformation and Preventing Extremism 4.1.3.1 Peace Building and Conflict Transformation–Outcomes			
Supported actors use non-violent means (e.g. dialogue & mediation) to prevent or resolve conflicts.	% of surveyed respondents that prefer use of non-violent means to prevent or resolve conflicts	75% (GCERF ECCES RPS)	Public opinion survey to assess the number of people who would prefer nonviolent means to resolve a conflict.
Supported communities are accommodative, share scarce resources and harmoniously coexist, (includes cross-border collaboration and peaceful coexistence, reduced tensions & or violence).	% of surveyed respondents with a positive attitude towards outgroups	65%	GCERF RPS Surveys to measures the % change in the number of respondents with positive attitude towards outgroups

Result	Indicator	Target 2022	Comments (including on progress by 2022)
At least 30% of conflict management and peace building structures are led by women.	% of peace structures with at least 30% women	50%	GCERF (CEFs) RPS
Regulatory frameworks that are conducive to addressing root causes of conflict enacted & applied	Regulatory frameworks in place	1 (NCTC)	GCERF RPS
Strategic Interventions			
Support intercommunity/ cross-border dialogue, mediation and reconciliation, including conflict resolution efforts of key actors, including media, State and NSAs	# of peace building initiatives implemented to bring peace and harmony	30 ECCES -15 GCERF ARIVE	The count registers Initiatives/strategies such as campaigns, projects, or similar sets of activities sustained over a period of three months dedicated to resolving conflict or addressing drivers of conflict
	# of persons reached by initiatives implemented to bring peace and harmony in communities	3M ECCES-ARIVE	The count registers number of people reached with messages of peace through initiatives/activities supported by Act! Messages are delivered both physical and through media-broadcast/social media
Strengthen capacities of selected applicable formal & informal systems for peacebuilding and conflict transformation.	# of peace structures created or strengthened through Act! support	50 ECCES RPS ARIVE PROACT	The peace structures created should be dedicated towards resolving conflict through mediations and implementing consensus building processes.
Promote reform and or operationalization of institutions, laws, policies, norms and practices that enhance peaceful coexistence/ conflict manage	# of laws and policies developed at national and county level that promote coexistence/ manage conflict	7 (CAPs, CVE policies	ARIVE RPS
Undertake/ support regular conflict analysis, PEA and research and information sharing amongst others to build an evidence base and inform early warning and responses.	# of conflict analysis, PEA and research on conflict supported	8 ECCES -4 GCERF ARIVE	Number of studies undertaken through Act! support to inform programming.

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Promote equitable participation of women in peace building and policing structures to engender conflict management and peace building; Also, identify and promote male gender champions	# of gender focused initiatives supported	350 ECCES-150 GCERF ARIVE	The count registers activities/initiatives designed to promote or strengthen the civic participation of women.
	# of male gender champions supported	200	GCERF ARIVE
4.1.3.2 Preventing/ Countering Violent Extremism (VE)–outcomes			
Effective cooperation between State and NSAs in tackling radicalisation and VE.	# of state/non state joint forums on radicalization and VE	5	The count registers forums conducted targeting stakeholders to to tackle radicalization and VE
30% of reformed youth and other capacitated actors become ambassadors of peace and security.	% of reformed youth and other capacitated actors become ambassadors of peace and security.	40%	RPS The indicator measures the % of reformed youth leaders that have become ambassadors of peace as a result of the program intervention
Policies & laws conducive for addressing causes of radicalization and VE enacted and implemented.	# of CAPs and county CVE policies supported	7	This indicator measures the number of CAPs supported
Improved police performance in providing human rights-based approaches to security.	# of police trained on human rights-based approaches	80	RPS To be tracked through the program progress reports (Biweekly and Quarterly)
30% of PCVE structures at the local levels are led by women, with women equitably participating in PCVE efforts.	# of PCVE structures with women as part of the top leadership or executive committee	20	RPS GCERF To be tracked through the program progress reports(Bi weekly and Quarterly)
Strategic Interventions–Outcomes			
Promote positive appreciation of diversity and appreciation of importance of peaceful coexistence	% of surveyed respondents who have a positive attitude towards out-groups	60%	Baseline report, Midline and Endline Survey

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Collaborate with relevant actors to address underlying drivers of insecurity, radicalization and VE.	# of joint forums with stakeholders (including state) to address issues of insecurity, radicalization and VE.	30	RPS GCERF To be tracked through the program progress reports(Bi weekly and Quarterly)
Strengthen institutional capacities, trust and coordination among actors involved in PCVE.	# of PCVE CSOs provided grants and capacity building	24	RPS GCERF To be tracked through the program progress reports(Bi weekly and Quarterly)
Develop, strengthen or promote models/ innovative solutions for PCVE, including Early Warning and Early Response (EWER) systems.	# of PCVE EWER systems for supported	3	To be tracked through the program progress reports(Bi weekly and Quarterly)RPS
Generate data and evidence for decision making, informing practice and influencing policy.	# of studies including evaluation conducted on PCVE	4	RPS GCERF To be tracked through the program progress reports(Quarterly)
Support review and or implementation on PCVE focused policy, legal & institutional frame	# of PCVE policies supported at county level	10	RPS GCERF To be tracked through the program progress reports(Bi weekly and Quarterly)
Support engendering of PCVE initiatives and regulatory frameworks.	# of PCVE policies engendered	5	RPS GCERF To be tracked through the program progress reports(Bi weekly and Quarterly)
4.1.4 Organizational Excellence			
Act! consistently delivering high quality services.	Score (survey monkey) by Act! partners/stakeholders from 1-10	7	To be administered by an external consultant to sampled respondents
The organization has a diverse and stable resource portfolio.	# in portfolio	5	Finance
Act! applies strong systems of internal controls, oversight and quality assurance.	# of clean project audit reports	4	Finance
4.1.4.1 Human Resources and Leadership Development			

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Act! acquires and retains an optimal number of quality staff.	# of staff	40	HR
Staff are highly productive, motivated and committed.	Staff retention rate	80%	HR
Act!'s leadership is effective, sustainable and has defined transition and succession planning.	Organizational structure in place	Succession planning well defined	HR and CD
Strategic interventions			
Enforce HR administration mechanisms that assure a conducive work environment, effective performance management, and leaner more efficient multi-skilled workforce.	Performance management system in place	1	HR
Establish and enforce a Human Resource Development (HRD) plan for staff.	Human Development Plan in place (training) Training committee in place	1	HR, CD
Invest in regular leadership/ board (governance) development or strengthening.	# of board meetings	4	
Consolidate an open organizational culture which espouses freedom of expression, respects staff views, enables free flowing internal communication and institutionalizes internal integration.	Staff Satisfaction Index (1-10) on i) freedom of expression, ii) respect for staff views, iii) internal information flow, iii) internal integration	7	HR/MERL
4.1.4.2 Institutional Sustainability (outcomes)			
50% growth in funding in 2020 and 2021, and 20% annual growth thereafter.	Funding growth rate in i)2020, ii) 2021 iii) 2022	i)50%, ii) 50%, iii) 20%	Finance

Result	Indicator	Target 2022	Comments (including on progress by 2022)
20% annual growth in own generated (unrestricted) funds (via Tenda Advisory Limited	% Growth in unrestricted funds	10%	Finance
Acquisition of at least 2 new/ alternative funding streams per annum	# of fundstreams i) 2020, ii) 2021, iii) 2022	i)5, ii) 6, iii) 7	Finance/Grants
Grow unrestricted incomes (savings, general reserves etc.) to at least 15% of total funding by 2024.	Unrestricted income growth rate (as a % of total funding)	10%	Finance
Interventions			
Review, update and operationalize the Act! resource mobilization strategy, policy and plan. This will focus on generating additional resources while enhancing internal efficacies and instituting a saving culture	Resource mobilization policy and plan updated	Updated RM policy and plan in place	OD
Further strengthen relations with existing/potential funders, diversify funding portfolio among existing donors, negotiate for institutional funding, seek partnerships with State programs that are donor funded, and position Act! as a brave and creative entity that dares dream and is willing to challenge the norm and venture into uncharted territories	# of current donors	5	Finance
Invest in assets building, investments and enterprises through Tenda Sasa Trust; Transit Tenda Advisory Ltd. into an effective vehicle for generation of unrestricted resources.	i) Tenda Sasa investment strategy and plan ii) Unrestricted income generated	i)Plan in place ii) Kes 20 million	

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Revamp and fully operationalize Act! communications strategy to enhance profiling and visibility; Also, further strengthen Act!'s social media and digital communication channels	Communication strategy in place and operationalized	i)Strategy in place Strategy ii)# of communication channels operationalized	
Review Act!'s roles to include not just facilitation, but also selective direct implementation.	% of projects having an aspect of direct implementation	30%	Finance/Grants
Develop, test and scale NGO sustainability models once proved effective.	# of NGO sustainability models developed, tested and scaled	2	OD
4.1.4.3 Knowledge Management			
Optimised and functional Monitoring, Evaluation, Research and Learning (MERL) system and capacity in place and in use.	MERL system in place	Digital MERL aspects implemented	MERL
Strengthened generation, repacking and sharing of knowledge, innovation and quality data.	Knowledge products packaged and shared i)# of knowledge products packaged ii)# of knowledge products shared	15 KDP – 13 knowledge products developed KDP – 13 knowledge products shared ECCES -1 KDP GCERF RPS	KDP (KDP baseline report, Public perception survey, Digital innovation scoping study, Monthly Public Economy Analysis briefs, Deep dive Public Economy Analysis report, Capacity Assessment Report on Human Resources, Performance Management, Procurement, and Internal Audit, Capacity needs assessment report on county OSR, Capacity assessment report on the status of county spatial planning, Induction manual for governors and deputy governors, Induction manual and curriculum for memebrs of county assemblies, Report on the performance of County Assemblies, and Report on quality of legislation by the County Assemblies) GCERF ECCES RPS
Strengthened knowledge management tools/ accountability frameworks, systems & mechanisms.	i) Knowledge management database in place, ii) knowledge management tools in place	6	Knowledge management KDP 1 KM tool dbase developed 2 KDP KM tool developed (for identification KM products & for documenting case studies)

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Interventions (outputs)			
Systematically capture, (re)package and share information to meet internal and external needs. Seek ways to commercialize data.	Policy papers produced	0	
Undertake regular learning, reflection and work improvement/adaptation. This includes midterm strategic plan review, project evaluations and post-project engagements.	# of studies and evaluation conducted	15 ECCES-3 RPS- 2 ARIVE-2 KDP,–8	RPS, ARIVE, KDP, ECCES (KDP baseline report, Public perception survey, Digital innovation scoping study, Deep dive Public Economy Analysis report, Capacity Assessment Report on Human Resources, Performance Management, Procurement, and Internal Audit, Capacity needs assessment report on county OSR, Capacity assessment report on the status of county spatial planning, Report on the performance of County Assemblies, and Report on quality of legislation by the County Assemblies)
Review and implement knowledge management strategy and institutionalize knowledge management. This includes growing Act!'s internal research, learning and innovation capacity.	# of Act internal researchers and learning and reflection meetings commissioned	1	MERL
Establish partnerships with institutions of higher learning or research	# of partnerships with institutions of higher learning	1	KDP
Integrate research, evidence building, documentation and meta-analysis in programming; establish/profile Act! as a leader in knowledge incubation in respective strategic pillars	# of meta-analysis products produced	Meta-analysis plan in place 2	RPS, ARIVE, KDP, ECCES Baseline and PEA
4.1.4.4 Systems, Policies and Structures			
Transparent management and accounting of all resources	% of audit queries resolved	100%	Finance
Complete adherence to all applicable compliance requirements.	% of compliance requirements met	100%	Finance

Result	Indicator	Target 2022	Comments (including on progress by 2022)
Existence and use of a robust, secure and interactive Management Information System (MIS).	MIS in place and used	1	IT
Comprehensive up to date policies, procedures & structures that promote business excellence	# of policies in place	10	HR/CEO
Interventions			
Establish and continually improve automated systems.	# of automated systems in place	4	IT
Develop and or regularly review institutional, financial and governance systems.	# of OCAs instituted for ACT	2	CD
Enforce appropriate internal controls/ oversight and compliance mechanisms.	# of internal controls in place	4	Finance
Ensure accurate accounting records management and further strengthen assurance practices.	Automated accounting in place	1	Finance
Establish or further strengthen business continuity strategies for better risk management.	# of business continuity practices established and/or improved	3	Senior mgt

Notes

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Act Change Transform (Act!) Nairobi Office:
Woodlands Road, Off Dennis Pritt/ Lenana Road Kilimani
P.O. Box 76390-00508
Tel: +254 20 8179231
Cell: +254 722203721
Email: info@act.or.ke

Act Change Transform (Act!) Mombasa Office
Kibaki Flats, off Mombasa- Malindi Road
P.O. Box 10042-82100. Mombasa-Kenya
Cell: +254 722 207 088

𝕏   @tendasasa

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