

# Uraia

Kenya's National Civic Education Programme



**2016 - 2020**

# STRATEGIC PLAN

**"FROM RIGHTS AND RESPONSIBILITIES  
TO VALUES AND NATIONHOOD"**



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## ABBREVIATIONS AND ACRONYMS

<b>AU</b>	African Union
<b>BOT</b>	Board of Trustees
<b>CEDMAC</b>	Consortium for the Empowerment and Development of Marginalised Communities
<b>CKRC</b>	Constitution of Kenya Review Commission
<b>CoE</b>	Committee of Experts
<b>CoK</b>	Constitution of Kenya 2010
<b>Comms</b>	Communications
<b>CRECO</b>	Constitution and Reform Education Consortium
<b>CSO</b>	Civil Society Organisation
<b>EAC</b>	East Africa Community
<b>ECEP</b>	Ecumenical Civic Education Programme
<b>ED</b>	Executive Director
<b>FSS</b>	Finance and Support Services
<b>GoK</b>	Government of Kenya
<b>HIV/AIDS</b>	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome
<b>KANU</b>	Kenya African National Union
<b>KFA</b>	Key Focus Area
<b>KIPPRA</b>	Kenya Institute for Public Policy and Research Analysis
<b>KNCHR</b>	Kenya National Commission on Human Rights
<b>ICT</b>	Information Communication Technology
<b>ID</b>	Identity Cards
<b>IEA</b>	Institute of Economic Affairs
<b>IEBC</b>	Independent Electoral and Boundaries Commission
<b>IEC</b>	Information Education and Communication
<b>IED</b>	Institute for Education in Democracy
<b>IIBRC</b>	Interim Independent Boundaries Review





<b>IP</b>	Implementing Partner
<b>IPPG</b>	Inter-Parties Parliamentary Group
<b>IT</b>	Information Technology
<b>ITP</b>	Institutional Transformation Pillar
<b>MERL</b>	Monitoring, Evaluation, Reporting and Learning
<b>NAMCEC</b>	National Muslim Civic Education Consortium
<b>NARC</b>	National Rainbow Coalition
<b>NCCAP</b>	National Climate Change Action Plan
<b>NCCRS</b>	National Climate Change Response Strategy
<b>NCEP</b>	National Civic Education Programme
<b>NRI</b>	National Response Initiative
<b>NSA</b>	Non State Actors
<b>PBO</b>	Public Benefit Organisation
<b>PESTEL</b>	Political Economic Social Technological Environmental Legal
<b>PEV</b>	Post-Election Violence
<b>PO</b>	Programme Officer
<b>PWD</b>	Persons with Disabilities
<b>RPP</b>	Registrar of Political Parties
<b>SDG</b>	Sustainable Development Goals
<b>SID</b>	Society for International Development
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TBD</b>	To Be Determined
<b>TI</b>	Transparency International
<b>UBI</b>	Uchaguzi Bora Initiative
<b>UDPK</b>	United Disabled Persons of Kenya

## FORWARD

**U**raia Trust is pleased to present its 2016-2020 Strategic Plan. This Strategic Plan builds on the lessons learnt over the implementation of the National Civic Education Programme Phase one and two (NCEP I and II) and the Uraia Trust's Strategic Plan 2011-2015, whilst appreciating the changing context in Kenya, the region and the globe. With the implementation of the Constitution of Kenya, 2010 well underway the demand for civic education continues to grow. Devolution in Kenya has also created a high demand for civic engagement and the strengthening of institutions and organisations at the county level.

Through this Strategic Plan, Uraia Trust shall be focusing on building an informed, empowered and democratic nation. This shall be undertaken by facilitating the development of an engaged citizenry through the provision of quality civic education that enables Kenyans to realise their constitutional aspirations. The theme of this Strategic Plan *"From rights and responsibilities to values and nationhood"* captures Uraia's desire for Kenyans to espouse and live up to the national values and principles of governance in the Constitution of Kenya, 2010 (CoK) in order to, amongst other issues address negative ethnicity and instead build a nation where all men and women, young and old can prosper and enjoy the fruits of the Constitution. This Strategic Plan therefore focuses on entrenching constitutionalism, promoting free and fair elections, addressing the historical political marginalisation of women, youth, persons with disabilities, marginalised and minority groups and promoting internal excellence in order to achieve a vision of an informed, empowered and democratic nation in Kenya.

Uraia Trust looks forward to working with a wide cross section of stakeholders in order to successfully implement this Strategic Plan. Uraia Trust commits to remain true to its values of professionalism, integrity, teamwork, equity, equality and non-partisanship in the implementation of this Strategic Plan and emphasises its commitment to rooting democracy in Kenya.

**DR. MSHAI MWANGOLA**  
**BOARD OF TRUSTEES CHAIRPERSON**





## ACKNOWLEDGEMENTS

**U**raia Trust would like to sincerely thank everyone who took part in the development of this Strategic Plan for 2016-2020. The development of this Strategic Plan would not have been possible without the input and dedication of a wide cross section of individuals and organisations. Uraia Trust thanks its consultants, Vas Consultants for undertaking the documents reviews, key informant interviews, focus group discussions and strategic planning workshop for Uraia Trust Staff and Trustees. Uraia Trust also acknowledges the input from it's beneficiaries, implementing partners, suppliers and civic educators from across the country, who provided candid feedback and key insights to Uraia's strategic direction.

Uraia Trust also thanks representatives from both international and locally based Programme Management Units in Kenya, the National and County Governments who graciously agreed to be part of this process, in acknowledgement of their significant role in Uraia's work. Uraia Trust also wishes to thank the development partners who participated in the development of this Strategic Plan and provided financial support. Their continued support to Uraia Trust's work from inception to date is truly appreciated.

Uraia Trust also acknowledges the support and participation of its Advisory Council and Consortia in its work and the development of this Plan. The Staff and Trustees of Uraia Trust played a significant role in shaping the development process of this Strategic Plan as well as contributing to its focus and their contribution is highly appreciated. Uraia Trust looks forward to the participation of all stakeholders in the implementation process that will contribute to building a democratic nation.

**GRACE MAINGI**  
**EXECUTIVE DIRECTOR**







Members of Ketchgaa community during a civic education session in Ketechgaa Primary School, Kapchorwa ward, Nandi County



# CHAPTER 1: INTRODUCTION

## 1.1 Background

The demand for good governance and involvement of citizens in how their country is governed has been a key feature in Kenya's political landscape since the colonial era. After the failed coup in 1982, the political landscape of Kenya took a significant shift as Section 2A of the then Independence Constitution of Kenya was amended to make the Country a one-party state (*de jure* state). This move enabled the monopolization of all political power by the then ruling party, Kenya African National Union (KANU). It concentrated all powers in the executive and the presidency and stifled the democratic space in the country<sup>1</sup>. In the late eighties, a group of progressive Kenyans including religious leaders, political activists and the academia started a push for the repeal of section 2A of the Constitution to increase the democratic space and to enable citizens have a say on the governance of the country. This push peaked in the early nineties and consisted of sustained lobbying efforts, awareness campaigns and education on the importance of the rule of law, democratic governance and the right of citizens to have a say in how their country is governed. The campaign bore fruits and on 4th of December 1991, section 2A of the then Independence Constitution was finally repealed and Kenya once again become a multiparty state. The repeal of this section also came in with a raft of amendments all aimed at curbing the excess power vested in the presidency and the executive as well as opening up democratic space in the country for citizens,

political parties as well as the civil society<sup>2</sup>.

Kenya then held its first multiparty elections in 1992, twenty odd years after being a one-party state. It was after the 1992 General Elections, that religious groups and civil society emerged as important drivers of the reform process. Immediately after these elections, several Civil Society Organizations including, the International Commission of Jurists Kenya, Kenya Human Rights Commission and Law Society of Kenya revived the agenda for a National Constitutional Convention to spearhead comprehensive reform of the Constitution in February 1993. The three organizations commissioned the writing of a draft model Constitution, termed as the 'Kenya Tuitakayo'<sup>3</sup> (The Kenya we Want). This period brought in a new wave of concerted efforts by civil society to empower and educate the citizens about their rights as far as governance of the country was concerned<sup>4</sup>.

In 1997 the opposition parties, negotiated a minimum reform package through the Inter Parties Parliamentary Group (IPPG)<sup>5</sup>. This was to be one of the main avenues used to push for comprehensive reforms in the country. The key IPPG package included the reform of the electoral commission through securing its independence, repealing several statutes that were restricting civil and political rights of Kenyans, specifically the annulment of the offence of sedition, and laws inhibiting freedom of association and expression.

The next major milestone was the enactment

1. Cornelia Glinz, Kenyan Constitution, 2012

2. Yash Pal Ghai; History of Constitution Making in Kenya, 2012

3. Ibid

4. Waruguru Kaguongo; Origins and Historical Development of Constitution Making in Kenya, 2012

5. Yash Pal Ghai; History of Constitution Making in Kenya, 2012





of the Constitution of Kenya Review (Amendment) Act 1998, which marked a major step in the journey towards a comprehensive review of the Constitution. This law recognized public participation as the driving principle of the review process. It provided for the formation of the review commission to coordinate the review process. This involved the establishment of the Parliamentary Select Committee on the Constitution Review in October 1999. The Select Committee was mandated to collect and collate views of Kenyans on how the Constitution should be reviewed.

Civil society was not satisfied with the composition and the process used to select the members of the Select Committee as it lacked public participation. They thus formed a parallel review process in April 2000 called 'The Peoples Commission' under the banner of 'Ufungamano Initiative', which was under the leadership of the religious groups in the country. The commissioners from the Ufungamano Initiative also started travelling around the country collecting views from citizens on constitutional reforms. However, in late November 2000 the two Initiatives merged to form the Constitution of Kenya Review Commission (CKRC) for broader representation and unity of purpose under the chairmanship of Professor Yash Pal Ghai<sup>6</sup>.

It was during this same period that Civil Society Organisations and the development partners community established a nationwide civic education initiative known as the National Civic Education Programme (NCEP). The aim of this initiative was to provide technical and

financial support to local civil society organizations in the country to carry out nationwide civic education to empower Kenyans to enable them to engage effectively in the Constitution making process and specifically provide views to CKRC on the nature of Constitution that they wanted. The NCEP Programme implementation took place from early 2000 to late 2002 and was referred to as NCEP phase I. During this period, the NCEP Programme supported over seventy (70) civil society organizations through five consortia, namely the National Muslim Civic Education Consortium (NAMCEC), Constitution and Reform Education Consortium (CRECO), Consortium for the Empowerment and Development of Marginalised Communities (CEDMAC) and Ecumenical Civic Education Programme (ECEP) and the Gender Consortium to undertake civic education in the country<sup>7</sup>.

The NCEP I which would later come to be referred to as Uraia in the second phase of implementation, played both a facilitative and co-ordination role. The overall objective of the Programme was to consolidate a mature political culture in which citizens would be more aware of their rights and responsibilities, and would participate effectively in broadening democracy in Kenya. The Programme specifically focused on equipping citizens with the relevant knowledge to contribute and participate actively and meaningfully in the country's socio – economic, political and development processes.

Under this Phase NCEP I supported approxi-

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6. Yash Pal Ghai; History of Constitution Making in Kenya, 2012

7. NCEP 1 impact assessment report (2003)

mately sixty thousand (60,000) civic and voter education activities that were carried out in the eight former provinces in Kenya, reaching nearly a fifth of the Country's population. The civic and voter education activities were consistently effective in altering individual's sense of civic competence, skills, overall knowledge, and actual engagement with political processes. There was significant increase in the Kenyan public's psychology engagement with political processes as well as an increase in citizens' sense of civic competence by the time Kenyans voted in the general elections of 2002<sup>8</sup>.

The civic education efforts by different stakeholders witnessed a significant voter turnout for the 2002 General Elections<sup>9</sup>. These elections saw the coming into power of the National Rainbow Coalition government (NARC) led by President Kibaki, ending over two decades of the rule of the KANU regime. The NARC coalition was made up of several major opposition political parties at that time that campaigned on a platform of constitutional reform agenda. The NARC government had overwhelming support from many Kenyans as they saw an opportunity for reforming the country and ensuring the establishment of good governance. After the 2002 General Elections Kenyans were hopeful of a rebirth of the nation and were considered as the most optimistic people in the world<sup>10</sup>.

Immediately after coming into power, the NARC government embarked on the process of finalizing the Constitution review process to midwife the new Constitution. The process saw the completion of the Bomas draft Constitution, which was developed by the CKRC. This

was expected to be the final document to be taken to the citizens for a referendum. However, there was a disagreement amongst members of NARC coalition government on the Bomas draft, which necessitated further adjustments to it. After these adjustments the final product that came out was the Proposed New Constitution of Kenya, 2005, popularly referred to as the Wako draft, named after the then Attorney General, Hon. Amos Wako since it was the Office of the Attorney General that was tasked with developing the final document.

**"When a person becomes conscious of responsibility and participates in social issues with the aim of improving the overall condition, then we can say we have achieved civic learning."**

*Donald Bodzo*

During this time civil society and religious organizations were supported to conduct civic education, through the Consortia under the second phase of the NCEP, which began in 2005. The aim of civic education during this period was to inform the citizens on the contents of the Proposed New Constitution of Kenya 2005, and its implications in order to enable the citizens to make an informed decision on the matter. At the time, it was clear that civic and voter education played a major role in enabling citizens understand their rights and responsibilities. This therefore necessitated changes to the way the NCEP was run particularly in relation to its management and branding. A decision was made to form a Programme Steering Committee that would provide both the Consortia,

8. NCEP 1 impact assessment report (2003)  
9. IED the 2002 General Elections Report, 2003  
10. 2002 Gallup International Annual End of Year Survey





which by then included National Muslim Civic Education Consortium (NAMCEC), Constitution and Reform Education Consortium (CRECO), Consortium for the Empowerment and Development of Marginalised Communities (CEDMAC) and Ecumenical Civic Education programme (ECEP)) and the Development Partners Committee an avenue to make their contribution in the way the Programme was managed, monitored and implemented. It was also decided that the Programme should be locally owned and have a name that resonated with ordinary citizens and was re-branded “Uraia”, the Kiswahili word for citizenship.

The second phase of National Civic Education Programme’s (NCEP II), overall goal was to contribute to the consolidation of a vibrant democratic political culture in Kenya where groups and individuals would be aware of and fully exercise their rights and their responsibilities.

Through this Phase over ten million Kenyans were reached through civic education. Individuals who were exposed to NCEP-II Uraia’s face-to-face activities were significantly more knowledgeable about politics, more efficacious generally and specifically in regards to the Constituency Development Fund, more participatory at the local level, more aware of how to defend their rights, and more informed about constitutional issues and the desirability of public involvement in the constitutional review process, than were similarly “matched” individuals who did not participate in NCEP-II Uraia activities<sup>11</sup>. The Programme also mobilized a critical mass of CSO actors to participate

in delivering civic education in the country and engage in the democratic reform agenda.

On the 21st of November 2005 a referendum on the Proposed Constitution of Kenya, 2005 was conducted and fifty seven percent (57%) of the voters rejected it<sup>12</sup>. A number of issues contributed to its rejection, chief among them being the fact that the proposed Constitution was vague on the issues of checks and balances on the Executive, it lacked clarity on how the devolved system of government will operate and the issue of land reforms and the tenure system was not adequately articulated.

It was during the referendum campaigns on the proposed New Constitution of Kenya, 2005 that the ethnic based politics came to the fore. These campaigns played a significant role in setting the stage for the post-election violence, which the country witnessed during the 2007 general elections. The outcome of the referendum divided the then NARC government, led by President Kibaki down the middle with politicians who were deemed to be supporting the “No campaign” being dismissed from the government positions. The politicians who were in the “No campaign” later coalesced and converted their “No Campaign” movement into a political party<sup>13</sup>.

Kenya thus went to the 2007 General Elections as a polarized country<sup>14</sup>, which saw the outcomes of the December 27<sup>th</sup> 2007 Presidential Elections being disputed, and this culminated in the Post-Election Violence (PEV), which engulfed the country up to late February 2008. During the post-election violence Uraia put in

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11. Steven Finkel and Jeremy Horowitz, *The Impact Of The Second National Kenya Civic Education Programme (NCEP II-Uraia) On Democratic Attitudes, Values, And Behavior*, Report prepared for USAID

12. Bård Anders Andreassen & Arne Tostensen: *Of Oranges and Bananas: The 2005 Kenya Referendum on the Constitution*

13. Yash Pal Ghai; *History of Constitution Making in Kenya*, 2012.

14. Waruguru Kaguongo; *Origins and Historical Development of Constitution Making in Kenya*, 2012

place the National Response Initiative (NRI).

Under the National Response Initiative (NRI) Uraia aimed at facilitating a national rapid response focusing on mediation, peace building and conflict resolution following the Post-Election Violence of 2007-2008. Through the NRI Uraia supported various peace initiatives in the country such as Uwiano Platform through Peace Net. Uraia's support also contributed to national consensus building and facilitating national dialogue on critical issues pertaining to the Constitution, including engaging in quiet diplomacy with the religious, sector, politicians, and community leaders. The NRI was implemented from January to June 2008.

During the Post-Election Violence, various efforts were being put in place to bring peace in the country by both local and international communities key among them being the signing of the National Dialogue and Reconciliation Accord aimed at bringing peaceful solution to the political impasse and violence that had engulfed the country. The agreement was signed in Nairobi on 1st February 2008 and it had four main agendas all aimed at bringing stability to the country and ensuring that the constitutional reforms, which had started were followed through<sup>15</sup>. The Agenda Four of the Accord focused on long term measures and solutions, which included constitutional, institutional and legal reforms<sup>16</sup>. This led to the enactment of the National Accord and Reconciliation Act, and the Constitution of Kenya Amendment Bills 2009, which created several Commissions aimed at midwifing the issues identified in the Accord. The Commissions, which were created, included the Committee of Experts (CoE), The

Interim Independent Electoral Commission (IIEC), The Interim Independent Boundaries Review Commission (IIBRC), and The Interim Independent Constitutional Dispute Resolution Court (IICDRC).

The period between 2008 and 2010 saw concerted efforts towards addressing the key issues identified in the National Accord key among them being the finalization of the Constitution making process, which had started a decade before. A Committee of Experts was established in February 2009 and tasked with identifying and preparing a report on the contentious issues in the Proposed New Constitution of Kenya 2005, receive views from the public on how to address them and develop a harmonized Constitution incorporating all the views collected from the different stakeholders and subject it to a referendum. The Committee was required to undertake this task within one year. During this period Uraia also contributed to the national efforts under the Kenya National Dialogue and Reconciliation team under His Excellency Kofi Annan and supported a range of actors to engage in reviewing and commenting on the Proposed Constitution that was being drafted by the Committee of Experts (CoE). The Programme also built a critical mass of pro-reform forces in the country through implementing partners.

Uraia also played a key role in providing civic education on the process of developing the harmonised Constitution and on the roles and ways of engaging the Agenda Four Commissions, which had been established. Uraia continued to undertake its key role of providing technical and financial support to civil society

15. <http://www.klrc.go.ke/index.php/our-work/national-accord-and-agenda-four-commissions>

16. Ibid





organisations across the country through the four Consortia, which at that time comprised of CRECO, CEDMAC, ECEP and NAMCEC.

The Civic Education Programme also aimed at helping Kenyans prepare adequately to engage with the various initiatives that came about because of the National Accord and Reconciliation Initiative. This included preparing the citizens to engage in the Truth Justice and Reconciliation Commission hearings, as well as to work with the other Agenda Four Commissions. Uraia also provided technical support to these Commissions in terms of developing policies, civic education programmes and in engaging with the communities at the grassroots level. The Committee of Experts completed the task of developing a Harmonised Constitution as planned and on the 4<sup>th</sup> of August 2010, Kenyans went to a referendum to determine whether they would adopt or reject the Harmonized draft Constitution. 68%<sup>17</sup> of the Kenyans voted for its adoption and the new Constitution of Kenya was promulgated on August 27<sup>th</sup> 2010.

During the same period in 2010, Uraia realised the need to initiate mechanisms through which the Programme could become more self-sustaining and it was at this juncture that the transition of Uraia from a Programme to a Trust began. The Uraia Trust was established in 2011 to allow for longer-term planning and sustainability. This would enable it to reach a larger number of citizens and stakeholders wishing to be part of the country's reform agenda.

Between 2012 and 2013 Uraia implemented

the Uchaguzi Bora Initiative (UBI) whose overall goal was to build a critical mass of citizens working for participatory, peaceful, free and fair elections. The UBI Programme facilitated civic and voter education through strengthening the capacity, and facilitating fifty seven (57) implementing partners and three hundred and fifty seven (357) civic educators countrywide to carry out civic and voter education. Over one and a half million Kenyans were reached directly and twenty million Kenyans reached indirectly through mass civic and voter education. The Programme marked increased knowledge among the Kenyan citizenry regarding their rights and responsibilities, with over 43% rating their knowledge as average, 22% good and 6% excellent. The UBI Programme led to increased participation of people in governance and electoral processes at 78% and contributed to the large voter turnout of 86%<sup>18</sup>.

Since Uraia's inception key lessons have been learnt that include:

- The need for civic education to be continuous in order to lead to a change of attitude amongst Kenyans that will contribute to improved democracy.
- The central importance of civic education as it activates engagement, which contributes to the transformation of people and ultimately institutions.
- The need to engage with both State and Non-State Actors (NSA's) in order to ensure the advancement of both the supply and demand side to the benefit of Kenyans.

Uraia Trust has implemented its first Strategic

17. Alan Masakhalia Wang'a; The Kenya Constitutional referendum of 2010

18. <http://www.iebc.or.ke/index.php/election-results>

Plan, which ran from 2011 to 2015 and now is embarking on this new Strategic Plan that will run from 2016-2020.

## 1.2 What we do:

**Uraia's core business is to:**

- *Initiate, develop, manage and monitor civic education and engagement in Kenya;*
- *Initiate, nurture, supervise and coordinate groups that have been or will be formed for the purpose of promoting and developing the civic education program;*
- *Mobilize resources and develop partnerships to support gender responsive civic education and engagement;*
- *Support the development objectives and/or support development of the organizational capacity of partners/ participating organizations supported by the Trust;*
- *Support public participation and engagement by Kenyan men and women in the programme of civic education either as initiators, trainers and/or trainees of gender responsive civic education on all existing and emerging issues regarding but not limited to the Kenyan Constitution;*
- *Facilitate gender responsive civic education and engagement through affirmative action of the youth, minorities, marginalized groups and persons with disabilities;*
- *Foster free and fair elections, and participation of men and women in the electoral processes by way of voter education, monitoring all electoral processes and advocating for the democratic values of fairness, independence, integrity, credibility, openness and accountability to all stakeholders,*

*including the National Electoral Management Body;*

- *Nurture the spirit of nation-building amongst all institutions of governance including the three arms of Government and the general public in Kenya; and*
- *Ensure provision of effective accountability mechanisms and enhance transparency, equity and accountability in the Trust.*

## 1.3 Strategic Plan 2011-2015

Uraia Trust's first Strategic Plan for 2011 to 2015 was developed over the period of transition from a Programme to a Trust. It was premised on various lessons learnt, key amongst them; that there was need for a greater strategic focus on civic engagement to accompany civic education. Further to this it was clear at the time that there was need for institutionalization of the Trust as well as instilling corporate governance in entities delivering civic education<sup>19</sup>.

The Uraia Strategic Plan 2011-2015 vision was therefore to be a leading national organisation supporting the democratic transformation of Kenya with its mission being to facilitate the provision of quality civic education and practical mechanisms for citizen engagement in public affairs.

The 2011 – 2015 Strategic Plan focused on four key result areas namely:

- Entrenching the Constitution
- A Free and Independent Judiciary
- Free and Fair Elections
- Expanding the participation of men and





women in political processes.

The Strategic Goals of the 2011 – 2015 Strategic Plan were to have an informed and educated public that could demand and secure reforms so that good governance and democracy could work for Kenyans to have an engaged and committed public that could play their role in their own development and to contribute to democracy by holding leaders to account to undertake institutional transformation that would produce an umbrella organisation that could help build a critical mass for the reform agenda, and reconciliation by providing strategic direction, networking opportunities and capacity building interventions and resources to the diversity of many implementing partners working in the field. This work was undertaken through three key pillars namely civic education, civic engagement and institutional transformation.

## 1.4 Lessons Learnt

Over the past sixteen years Uraia has learnt key lessons that continue to shape its strategic direction and implementation. These lessons include the realisation that in order to make a major contribution to developing an informed and engaged citizenry in Kenya, it is fundamental that Uraia engages multiple stakeholders, provides networking opportunities and undertakes continuous capacity building both internally and for its partners. To undertake this, Uraia needs to be driven by the highest values and principles as enshrined in the Constitution of Kenya 2010 and espouse the best corporate

governance practices. In addition to this, the stakeholders that Uraia engages including but not limited to the Government, development partners, private sector partners, Civil Society Organisations, media partners, civic educators must espouse values that are in line with Uraia's values.

Uraia operates on the rationale that a healthy democracy is developed by an informed citizenry and therefore for civic education to be effective it must lead to civic engagement that would contribute to transformation of institutions. For a democracy to survive and flourish, a critical mass of its citizens must possess the skills, embody the values, and manifest the behaviours that are in accordance with democracy. They must know about the basic features of a democratic political system to be able to access it when their interests are at stake, and they must believe in the importance of certain key democratic values, such as tolerance for divergent viewpoints and support for the rule of law. They must also be willing and able to participate in governance processes and they must believe that their participation is important to the continued viability of the democratic system<sup>21</sup>.

For civic education to be effective, Uraia needs to deliver quality civic education, which implies multiple exposures with quality and gender sensitive materials taught in a practical and informative way by skilled and trained female and male educators<sup>22</sup>.

Another key lesson Uraia has learnt over the years is that for civic education to change the

attitudes of the citizenry it must be continuous and sustained. This therefore requires commitment from the citizenry and the Government to ensure financial sustainability and continued demand for civic education.

While all citizens need the benefits of civic education and engagement there are specific groups who are often excluded and denied full participation and opportunity<sup>23</sup>. Uraia therefore focuses especially on bringing these groups on board and therefore endeavours to, amongst other initiatives, undertake translation of Information Education and Communication (IEC) materials into braille and audio to facilitate use by Persons with Disabilities (PWDs).

Key strategy implementation lessons learnt include the need to undertake civic and voter education well in advance of political campaigns in order to counter misinformation delivered during political campaigns. There is also a need to increase public participation in elections through social vetting and advocacy on barriers to effective political participation of marginalised groups.

### 1.4.1 Civic Education

During the implementation of the 2011-2015 Strategic Plan the Civic Education Pillar achieved a lot as it was envisaged. It was during this period that the delivery of civic education went beyond the use of Implementing Partners to incorporate county-based civic educators attached to Uraia. The strategy of sustained civic education was also brought on board to facilitate citizen engagement on governance issues.

During this period, provision of civic education was guided by a common source of content.

Uraia in conjunction with other actors including the Government developed a National Civic Education Curriculum, capable of addressing the civic education needs of both the public and duty bearers. In order to build on these achievements, Uraia envisages that under the current Strategic Plan the emphasis will be on enhancing the delivery of responsive civic education. This will be achieved through tailor made messages targeting specific groups. In addition, the methodology of delivering civic education will also be context specific. Innovative approaches through use of technology will also be used in delivery of civic education.

### 1.4.2 Civic Engagement

The Civic Engagement Pillar played an important role in providing the citizen with an opportunity to participate in governance processes during the implementation of the 2011-2015 Strategic Plan. To enhance this engagement there is a need to have specific individuals who will work with the communities to realize greater impact. There is a deliberate effort in this Strategic Plan to engage specific individuals, who will work with communities to enhance their capacity to monitor government service delivery and participate in the county budgeting process. These skills enable citizens to engage duty bearers on governance issues and the communities are also better placed to elect good leaders.

21. Uraia Trust Programme Document and Work plan January 2012 to June 2013

22. Uraia Trust Strategic Plan 2011-2015 page 17.

23. Ibid





### 1.4.3 Institutional Transformation

In the previous Strategic Plan, the Institutional Transformation Pillar focused on supporting and strengthening the capacity of both Uraia and other CSOs to transform and become leading organizations in democratic reforms. In order for this pillar to have greater impact, the current Strategic Plan realizes the importance of this Pillar to be outward looking. That is, more focus on building the capacity of both State and Non-State Actors to deliver on the reform agenda and realization of constitutional aspirations. Further, to ensure that Uraia continues to be a leading organization towards the democratization of Kenya, the current Strategic Plan incorporates the aspect of Internal Capacity as a Pillar. This Pillar will focus on enhancing Uraia's internal governance, accountability, performance, risk management and capacity building. This will ensure that Uraia Trust can be more effective and efficient.

### 1.5 Strategic Plan 2016-2020

This Strategic Plan, 2016-2020 outlines Uraia's key focus areas that build on lessons learnt over the last sixteen years and takes into account Kenya's current context. This Strategic Plan focuses on citizens, leaders and institutions. The aim is to facilitate the realization of the constitutional aspirations envisioned in the national values and principles, and in particular, security and rule of law, freedom, patriotism and national unity, democracy and participation of the people, human dignity and social justice. All these are underpinned by integrity, good governance, transparency and accountability,

and inter-generational equity.

This Strategic Plan comes at a time when the Country has undertaken elections under the new constitutional framework and experienced devolution for the last three years. Many milestones in Kenya's governance journey have been reached, however many more remain unmet. Uraia as an organisation has been able to transit successfully from a Programme to a Trust and has contributed to the development of corporate governance in civil society. It is now widely accepted that civic education goes in tandem with civic engagement and that civic education is a key responsibility of Government.

This Strategic Plan focuses on informing, empowering and building a democratic nation through the national values and the principle of governance as espoused in the Constitution of Kenya, 2010. The mission of Uraia through this Strategic Plan is to provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations. Uraia shall undertake this work through four Key Focus Areas that include: entrenching constitutionalism, promoting free and fair elections, addressing the historical political marginalisation of women, youth, persons with disabilities and marginalised groups and internal excellence.



A member of Kaplabai SILK group receiving certificate of participation after completion of 4 weeks sustained civic education offered by XPOSHA, Uraia Implementing Partner in Nandi County.







A member of Kapkobil Self Help group scanning through Uraia civic education IEC material during a sustained civic education forum



## CHAPTER 2

### 2.1 Contextual Analysis

#### 2.1.1 External

The Constitution of Kenya 2010 (CoK) seeks to address challenges that have plagued Kenya as a nation. It seeks to inculcate national values and principles of governance that focus on patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people to name but a few<sup>1</sup>. The inculcation of national values and principles of governance in society is a difficult task as it involves changing mindsets and a culture, which has permeated society. The need to entrench constitutionalism in every Kenyan is paramount as every Kenyan has an obligation to respect, uphold and defend the Constitution<sup>2</sup>.

The Constitution envisions institutions, such as the Judiciary, the Legislature and the Executive, that derive authority from the people, to exercise that authority to promote and protect the principles of the Constitution that include sharing and devolution of power, social justice and sustainable development, to name but a few. This is not always the case and citizens do not always have the requisite capacity and ability to demand this from the leaders and institutions. This is a matter that therefore requires actions geared towards strengthening institutions and continually building the capacity of citizens to hold leaders and institutions to account in line with the Constitution.

Elections play a significant role in the democratisation of any nation and are often the single largest activity that is ever organised in a country<sup>3</sup>. Elections, be they general elections, by elections or referenda, serve as an expression of sovereignty, which belong to the people<sup>4</sup>. The development of an equitable, transparent and fair electoral process is the foundation for the strengthening of a healthy democracy<sup>5</sup>.

Elections in Kenya are categorised by highly divisive politicking and poor adherence to the Constitution and electoral laws. Low public confidence in the electoral management body<sup>6</sup> and questioning of the authenticity of the voting process remain key challenges for Kenya to face ahead of the 2017 General Elections. The 2013 General Elections marked significant progress from the 2007 General Elections including the willingness of political protagonists to use established mechanism to contest the announced results, the willingness of Kenyans to exercise their suffrage by registering and turning out to vote, notwithstanding delays<sup>7</sup> to name a few.

This notwithstanding the 2013 General Elections faced numerous challenges. The voter registration process ahead of the elections was fraught with allegations of disenfranchisement of eligible persons from marginalised communities, women and youth, the timeline for the perusal of the voter register to enable the preparation of the final voter register was insufficient, the challenges of procurement of devices and software that drew claims of impropriety and the failure of the electronic transmission of results<sup>8</sup>.

The run up to the 2017 General Elections will

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1. Article 10(2) (a) Constitution of Kenya 2010.
  2. Article 3(1) Constitution of Kenya 2010.
  3. Electoral Management Design by International IDEA.
  4. The Citizen Handbook by Uraia and International Republican Institute.
  5. Improving electoral practices: Case studies and practical approaches by International IDEA and Community of Democracies.
  6. Confidence in the IEBC in 2016 was rated at 32% in the Ipsos Synovate Poll and 44% in the Infotrack Poll. Election Management Bodies in East Africa by Makulilo B. Ntanganda Eugene.
  7. Dynamics of Democracy. Strategies for Future Elections by Institute for Education in Democracy (IED).





see heightened political temperatures from the political parties nomination processes to the announcement of results due to the already on going campaigns and increased attention of multiple candidates for seats at the county and national level.

**“No one is born a good citizen; no nation is born a democracy. Rather, both are processes that continue to evolve over a lifetime .”**

*Dr. Kofi Annan*

The management of the 2017 General Elections will also determine what challenges will be forecast for the 2022 General Elections and those challenges will need to be addressed in the years preceding this next election.

This therefore means that further electoral reforms will be crucial between 2018 and 2022 in order to give the country adequate time to address them. Within this period referenda could also be forecast due to resounding calls for amendments to the Constitution, which could relate to the matters espoused in Article 255(1) of the CoK. It is therefore imperative for interventions geared towards realisation of Article 81 of the Constitution to be undertaken in order to ensure free and fair elections in Kenya. The participation of marginal and marginalized groups in governance and some political processes is still relatively low as evidenced in the 2013 elections<sup>9</sup>.

The Constitution of Kenya 2010 envisioned that Parliament would enact legislation to promote

the representation of women, persons with disabilities youth, ethnic and other minorities and marginalised communities in Parliament<sup>10</sup> by 2015.

Currently there is no mechanism provided for in the Constitution to implement the not more than two thirds gender principle espoused in Article 81(b) CoK in the National Assembly. Despite constitutional requirements for increased participation by youth in elections, inadequate mechanisms within political parties to promote the participation of youth in the electoral processes remain key challenges to their political participation<sup>11</sup>.

The electoral environment remains un-conducive for candidates and voters with disabilities as we have voter registration, polling and tallying centres that are not accessible to persons with disabilities, materials prepared for use by voters are not in disability conscious accessible formats and there is no disaggregate voter roll on the basis of disability to enable the electoral management body to link specific voters with disabilities with specific polling stations<sup>12</sup>. The disenfranchisement of women, youth and persons from marginalised and minority communities because of the lack of Identity Cards (ID) remain a big hindrance to their political participation.

Public participation in Kenya is reinforced and a running theme in the Constitution. Participation should imbue all public affairs and be promoted by both Non-State Actors and the State acting in public interest<sup>13</sup>. The Constitution sets key requirements for the

8. Ibid

9. Taking diversity seriously: minorities and political party participation in Kenya by Katiba Institute.

10. Article 100 of the Constitution of Kenya.

11. From Pillar to post: transforming the election agenda in Kenya. An electoral stakeholders recipe for reforms by the Institute for Education in Democracy (IED).

12. Towards the 2017 General Elections. Nuts and bolts for ensuring effective inclusion and participation by persons with disabilities in Kenya's politics by United Disabled Persons of Kenya (UDPK).

13. Review of the status of public participation and county information dissemination frameworks. A case study of Kisumu, Isiolo and Turkana counties by Institute for Economic Affairs (IEA).

legislature at both levels of government to provide frameworks for public participation in governance processes<sup>14</sup>. This emphasis for citizen participation underscores the fact that the election of representatives does not negate the need for people to continuously be involved in governance processes<sup>15</sup>.

Public Participation in Kenya is still at a low level with regards to active and informed engagement as demonstrated by recent studies. In 2014 a national opinion poll by Transparency International (TI) Kenya titled "Is it my business?" found that 83% of the respondents were unaware of the funds allocated to their county by the national government. Even among the 17% that were aware of the allocations, very few were able to give the exact figures as majority opted to give a range of figures. The Survey also sought to establish whether citizens knew of any meeting that had been convened by their county government and found that only 38% of the respondents were aware of the meetings. Out of those that were aware of the meetings, only 15% attended with the remaining citing other commitments and lack of interest as the main reasons for non-attendance.

A similar research undertaken in 2015 by Society for International Development (SID) showed that only 20% of Kenyans were aware of the county's financial priorities and only 15% knew how their county governments allocated the county budget. 41% of the respondents in the research had attended public forums in their counties in the last one year<sup>16</sup>. These findings and others undertaken by similar organisations further underscore

the continued need for civic education and engagement and strategic thinking to address the challenges to meaningful participation.

### 2.1.2 Internal

Uraia Trust has various strengths and weaknesses that have been identified through external independent reviews and internal reflections. One of the key strengths that Uraia has is its national presence through its civic educators who are based throughout the country and its engagement with stakeholders at the community level. Uraia is also recognised as a leading institution in its area of expertise and as a neutral convenor of CSO's. State actors, development partners, civil society and the public in general view Uraia as a credible organisation that has the ability to attract financial resources. Further to this Uraia has strong financial systems and controls, strong grant and programme management systems and a lean and affordable staff structure.

Weaknesses affecting Uraia include a dependency on financial resources from development partners and low citizen knowledge on Uraia's mandate. Uraia has also identified documentation around the growth of civic education in Kenya as an area that would require it's attention.

### 2.1.3 Strategic Plan Drivers

Certain external factors or drivers have also influenced this Strategic Plan's focus and interventions in addition to the external and internal environment described above. These drivers will influence the design of

14. Ibid

15. Ibid

16. Voices from the Counties: LESSONS FROM THE 2015 Citizen Report Card by SID.





the continued need for civic education and These drivers will influence the design of interventions and the partners that Uraia will work with. The drivers include the growing youth bulge in Kenya, corruption and insecurity, inequality, shrinking civil society space, growing trends in social and digital media, national, regional and international development plans and climate change.

The youth in Kenya account for 80% of the total population<sup>17</sup> and 60% of the labour force<sup>18</sup> and are therefore at the epicentre of the Government's transformative agenda. It is therefore crucial for Uraia to reach this critical sector of society to ensure that they positively contribute to democratization in Kenya.

Developmental and vision plans for Kenya Vision 2030, the East Africa Community Vision 2050, the Africa Union (AU) Vision 2063 and the Sustainable Development Goals (SDG) have a bearing on the country's current and future planning and resource allocation priorities. The focus areas of these plans and visions provide Uraia with an opportunity to advocate on matters therein that make a positive contribution to national values and principles as espoused in the Kenya Constitution, 2010.

Growing trends in social and digital media reach provide Uraia with an opportunity to reach a wide number of citizens in real time and in an efficient manner. The Information Communication and Technology (ICT) sector is recognized as a key enabler to the attainment of the goals and aspirations of the Vision 2030,

which focuses on transforming Kenya into a knowledge, and information based economy by enabling access to quality, affordable and reliable ICT services in Kenya<sup>19</sup>. The number of mobile cellular subscribers had risen to 34.7 million<sup>20</sup> in 2014 and the number of internet users as of 2014 was 26.2 million<sup>21</sup>. ICT can therefore play a critical role in enhancing efficiency, real time response, monitoring and evaluation and improving brand visibility for Uraia.

Corruption has plagued the country for many years with resultant effect being loss of billions of shillings in revenue and services to the public. According to 2015 findings of an opinion poll conducted by Transparency International Kenya, 59% of Kenyans regard corruption as the biggest threat to devolution in Kenya<sup>22</sup>. The impeachment processes at the county levels have seen some counties experience disrupted service delivery due to infighting between the Executive and the County Assembly. Grand corruption scandals continue to be exposed every so often and these events erode the citizen's confidence in the rule of law.

Over the last few years' insecurity has become a growing concern amongst majority of Kenyans. A report published by the Kenya National Commission on Human Rights (KNHCR) in 2014 documents human rights violations that have occurred due to insecurity in thirty counties. The findings point to worrying trends of loss of lives at the hands of terrorists; continued cases of extra-judicial killings and arbitrary arrests;

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17. <https://www.aku.edu/eai/Documents/kenya-youth-survey-report-executive-summary-2016.pdf>

18. Kenya Economic Report 2015 by Kenya Institute for Public Policy Research and Analysis (KIPPRA).

19. Ibid

20. Communications Authority of Kenya statistics as of quarter 3 of the 2014/2015 financial year.

21. Kenya Economic Report 2015 by KIPPRA

22. 2nd July 2015 Press release by Transparency International

forcible transfer of vulnerable populations and massive destruction of property. There has also been an increase in casualties among law enforcement officers; a trend that has been rarely witnessed before<sup>23</sup>. Insecurity is caused by direct and indirect socio-economic, political and operational factors that inhibit access to security services. One of the key drivers of insecurity in Kenya identified by the KNCHR Report is resource and political driven conflicts. One proposal to address this issue as well as ethnic polarisation in Kenya is by enhancing national cohesion<sup>24</sup>. The Constitution of Kenya 2010 states that equality includes the full and equal enjoyment of all rights and fundamental freedoms<sup>25</sup> it goes further to state that including the right to equal opportunities in political, economic, cultural and social spheres. The participation of marginal and marginalized groups women and men have the right to equal treatment in governance and some political processes is still relatively low as evidenced in the 2013 elections<sup>26</sup>.

The possibility of enactment of retrogressive laws that could constrain the working environment for civil society leading to shrinking CSOs operating space is a real risk in Kenya based on recent experiences. In 2013 a revision of laws affecting non-governmental organisations was proposed through the enactment of the Public Benefits Organisations Act (PBO Act), which would repeal the Non Governmental Organisations (NGOs) Coordination Act. Despite the participation of civil society groups in the development of the PBO Act several amendments were proposed in 2014 and 2015 that would essentially limit the democratic space for civil society organisations

in Kenya including Uraia. As the PBO Act has not yet been operationalized there is still need for further engagement on this issue.

Climate change is causing significant impact globally and in Kenya changing weather patterns affect for instance food production and this ultimately has a bearing on our national economy. Despite the impact of climate change there is little public awareness and engagement on mitigating it. A survey undertaken in Kenya during the development of the National Climate Change Action Plan (NCCAP) confirmed that public awareness about climate change in Kenya is very low, confirming similar findings during the development of the National Climate Change Response Strategy (NCCRS)<sup>27</sup>. There is therefore urgent need for interventions to address this matter.

**"You cannot protect the environment unless you empower people, you inform them, and you help them understand that these resources are their own, that they must protect them."**

*Dr Wangari Maathai*

## 2.2 Strategic Approach

### 2.2.1 Rationale

Uraia's Strategic Plan for 2011 to 2015 focused on making a major contribution to developing an informed and educated citizenry that would be engaged in various reform activities at various levels. In this Strategic Plan Uraia intends to build on those contributions through its mission, which is to provide quality civic

23. "Are we under siege?" The State of security in Kenya. An occasional Report (2010-2014) by the Kenya National Commission on Human Rights.

24. Ibid

25. Article 27 (1) CoK

26. Taking diversity seriously: minorities and political party participation in Kenya by Katiba Institute

27. Kenya National Climate Change Action Plan by the Government of Kenya (GoK).





education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations. In order to achieve this Uraia has adopted core values that provide the parameters within which Uraia seeks to work in and provides the rules of engagement between Uraia and its partners and stakeholders. The values selected reflect the national values and principles of governance espoused in the CoK and guide Uraia's policies and decisions.

### Uraia's core values are:

- **Integrity.** Uraia is committed to the highest standard of truthfulness and honesty in all its operations and interactions. Uraia believes that integrity is essential for its Trustees, Staff, Partners and Stakeholders in order to ensure open and truthful partnerships. Uraia endeavours to contribute to Kenyans internalisation of the guiding principles of leadership and integrity as laid out in Article 73(2) of the CoK.
- **Professionalism.** Uraia is committed to the highest level of diligence, skill and competency. Uraia will endeavour to ensure that its Trustees and Staff act with the highest level of professionalism at all times in order to ensure that Kenyans are able to benefit from the work of Uraia.
- **Teamwork.** Uraia strives to be continually cooperative in the interests of the organisation's vision and mission. Uraia will at all times seek partnerships and opportunities that bring together stakeholders in a common vision of enabling Kenyans to realize their constitutional aspirations.
- **Equality.** Uraia is committed to ensuring that individuals and groups have access to the necessary resources and support that ensure equal opportunities. Uraia is committed to contributing to equality and freedom from discrimination as enshrined in Article 27 of the CoK. In this respect Uraia shall apply affirmative action in its operations and programmes in order to promote the interests and needs of marginalized and minority groups.
- **Equity.** Uraia strives to ensure impartiality in all its decisions and interactions.
- **Non-partisanship.** Uraia shall be objective and independent in its work and will not be affiliated to any political party. Uraia will ensure that its resources will not be used for any partisan activities or contribute to partisan initiatives. Uraia recognizes that every Kenyan is free to make political choices as espoused in Article 38 of the CoK and therefore to ensure that this right is realized by all and will not therefore be affiliated to any political party.

Uraia therefore believes that if it undertakes its mission **“to provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations”** through its values of **integrity, professionalism, teamwork, equality, equity and non-partisanship**, Uraia's vision for Kenya which is **“an informed, empowered**

**and democratic nation"** will be achieved.

In this Strategic Plan Uraia's vision has shifted to an outward focus as opposed to its first Strategic Plan's vision which was to be a leading National organisation supporting the democratic transformation of Kenya. Uraia has achieved that vision over the last five years and is now focusing on a vision for Kenya where its citizens are informed about the Constitution, empowered to engage leaders and institutions through constitutional means and therefore growing into a democratic nation.

### 2.2.2 Mission

The mission of Uraia is: To provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations.

### 2.2.3 Values

Uraia's core values are integrity, professionalism, teamwork, equality, equity and non-partisanship.

### 2.2.4 Vision

Uraia's vision for Kenya is "an informed, empowered and democratic nation."

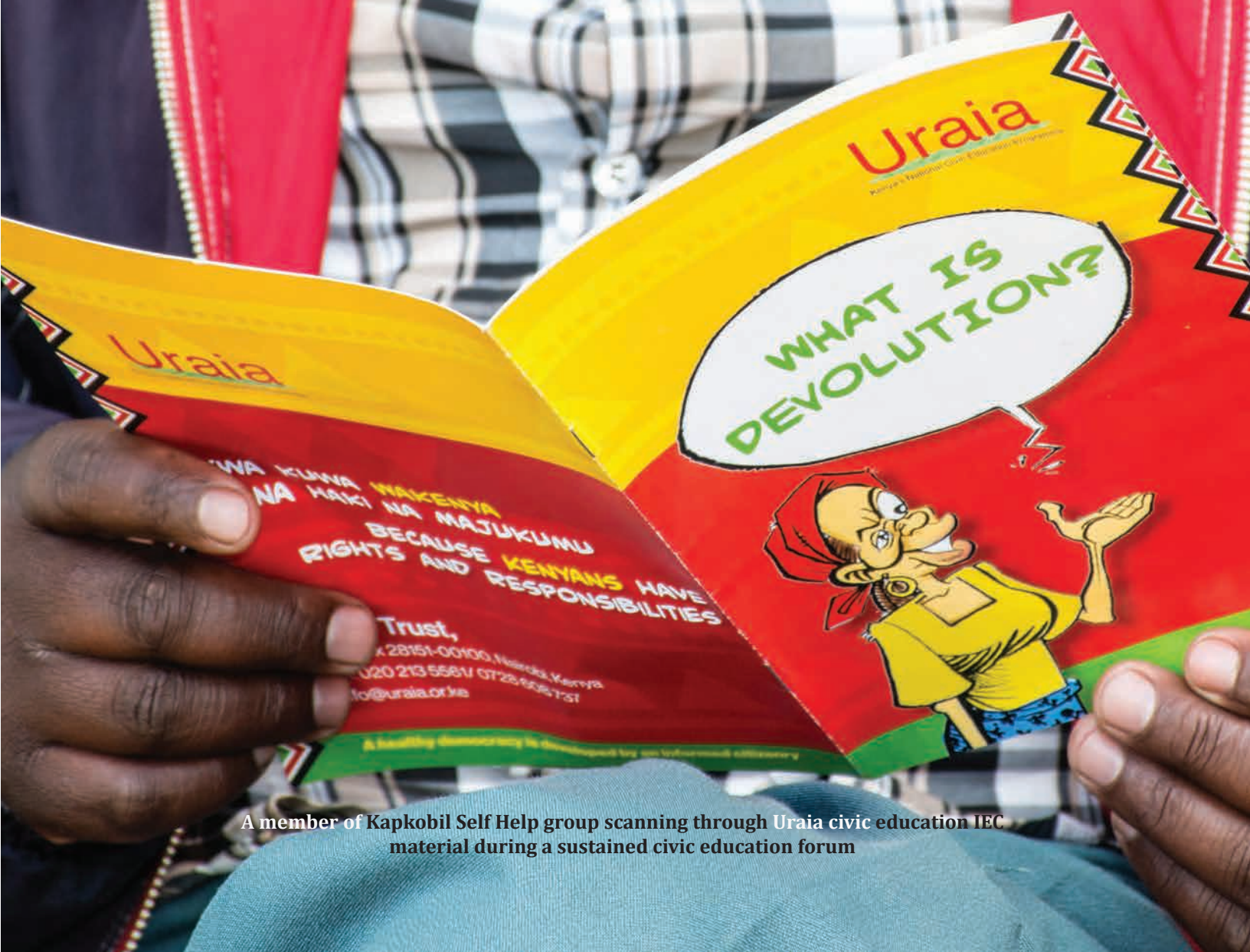
## 2.3 Strategic Plan Theme

This theme builds on the 2011 - 2015 Strategic Plan's theme "A healthy democracy is developed by an informed citizenry". As the citizenry receive civic education and begin to engage with institutions under the Constitution

the inculcation of the national values and principles espoused in Article 10(2) of the CoK will contribute to the building of nationhood in Kenya. We endeavour to contribute to partners and stakeholders' efforts that centre around entrenching constitutionalism, promoting free and fair elections, addressing the historical political marginalisation of women, youth, persons with disabilities, minority and marginalized groups and internal excellence.







A member of Kapkobil Self Help group scanning through Uraia civic education IEC material during a sustained civic education forum





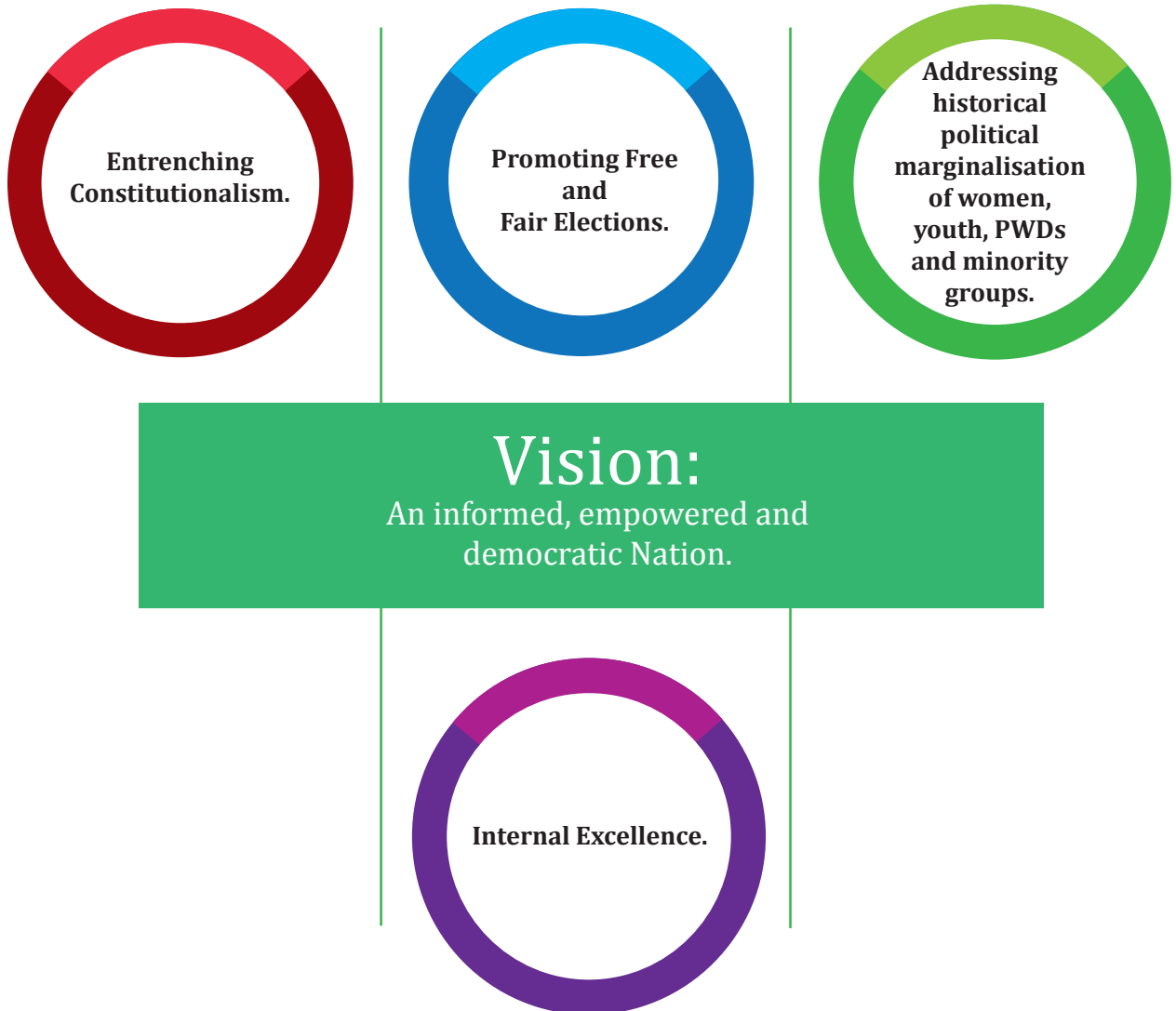
Some members of the public in Ngeria ward, Uasin Gishu County receiving sustained civic education from Uraia Civic Educator



## 2016 – 2020 STRATEGY AT A GLANCE

**MISSION:** To provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations.

**URAIA TRUST VALUES:** Integrity, Professionalism, Teamwork  
Equality, Equity, Non-partisanship





# CHAPTER 3 : THE STRATEGY

## 3.1 Overview

In this Strategic Plan Uraia intends to undertake its mission of providing quality civic education and empowering Kenyans to exercise their civic duty in order to realize their constitutional aspirations through four main components or Key Focus Areas. The 2011-2015 Strategic Plan laid more emphasis on Uraia's pillars of civic education, civic engagement and institutional transformation however this Strategic Plan places more emphasis on the Key Focus Areas whilst still demonstrating how the strategy will be implemented through the pillars. These Key Focus Areas are deeply rooted in the Constitution of Kenya 2010 and are interlinked. The Key Focus Areas of this Strategic Plan are entrenching constitutionalism, promoting free and fair elections, addressing the historical political marginalisation of women, youth, persons with disabilities, marginalised and minority groups and internal excellence.

**“The course of transformation is predetermined by the Constitution and public demands. It is also permanent, irreversible and irrevocable. Make no mistake transformation is not a matter of choice but a necessity.”**

*Dr. Willy Mutunga*

The Key Focus Areas previously referred to in the 2011-2015 Strategic Plan as Key Result Areas highlight the specific areas of work that Uraia has prioritised due to its comparative

advantage, the objectives of Uraia and the Kenya country context. The substituting of the word Result with Focus is deliberate in order to lay emphasis on the fact that these are areas of work that Uraia will concentrate and emphasise on. The Key Result Areas of the 2011-2015 Strategic Plan were entrenching the Constitution, free and independent Judiciary, free and fair elections and expanding participation in political processes.

The focus for this current Strategic Plan has not deviated significantly from the previous Plan however it does expand and consolidate certain areas of focus. The 2011-2015 Strategic Plan was developed against the backdrop of a new Constitution and reform initiatives focusing upon the Judiciary hence the need for Uraia at the time to support transitional mechanisms and processes under the Key Result Area of entrenching the Constitution. Under Key Focus Area One Entrenching constitutionalism in this new Plan, Uraia intends to build on this work and to expand the same to all arms of government including the Judiciary and to lay emphasis on devolution.

This current Plan has renamed the Key Result Area on expanding participation in political processes to a more elaborative and descriptive focus of addressing the historical marginalisation of women, youth, persons with disabilities marginalized and minority groups. In this Strategic Plan a new Key Focus Area has been introduced namely internal excellence. This Key Focus Area is about Uraia positioning itself to address foreseeable future challenges to the areas in which Uraia works. It entails Uraia undertaking strategic thinking and actions to address civic competency in Kenya, scenarios planning, sustainability



of resources and programming of Uraia. In this Chapter we elaborate on the Key Focus Areas, outline the eight strategic objectives of this Strategic Plan and highlight the priorities and key result indicators to be monitored.

## 3.2 Key Focus Area One: Entrenching Constitutionalism

### Rationale:

This Key Focus Area seeks to enhance citizens' knowledge and adherence to the national values embodied in the Constitution. It seeks to enable citizens to exercise their sovereign power and oversight at both the national and county level over the legislative, executive and judicial arms of government. By entrenching constitutionalism Uraia seeks to address the challenges of weak public institutions, low public participation and citizen apathy. Uraia seeks to build a new constitutional order amongst citizens, institutions and leaders.

The Strategic Objectives for this Key Focus Area include:

### Strategic Objectives:

1. Facilitate citizens to embody national values and the spirit of the Constitution in the exercise of their sovereign power.
2. Facilitate CSOs and citizen participate in strengthening public institutions and holding public officials to account.
3. To safeguard and strengthen devolution for improved service delivery and transformation of lives.

### Priorities:

- i. Innovative and responsive civic education delivered through multiple media.
- ii. Institutionalisation of civic education and public participation at the county level.
- iii. Advocacy initiatives on constitutionalism that promote citizen actions, access to justice and environmental governance.
- iv. Participatory governance initiatives at county and national level that also focus on social accountability, gender and environmental governance and facility knowledge and skills transfer between national and county-based CSOs.

### Results indicators:

- a. Increased citizen and CSOs participation engagement and oversight in governance at the national and county level resulting in:
- b. Increase to atleast 70% the number of people who rate their civic awareness as above average by 2020.
- c. Increase to atleast 50% the proportion of local communities participating in county and national government processes by 2020.
- d. Enabling citizens to monitor the performance of county governments and to hold them to account through the use of social accountability tools for improved service delivery resulting in:
  - A 65% increase in number of citizens who perceive that delivery of services by their county governments has improved.

### 3.3 Key Focus Area Two: Promoting Free and Fair Elections

#### Rationale:

This Key Focus Area seeks to ensure that citizens are free to exercise their political rights by participating in elections that are by universal suffrage based on the aspiration for fair representation and equality of the vote<sup>28</sup>. In order for elections to be free and fair they should be through secret ballot, free from violence, intimidation, improper influence or corruption, transparent and administered in an impartial, neutral, efficient, accurate and accountable manner<sup>29</sup>. This Key Focus Area therefore aims at ensuring that an independent body conducts elections<sup>30</sup>, there is fair representation of persons with disabilities<sup>31</sup> and leaders elected abide by the guiding principles of leadership and integrity as espoused in Article 73(2) of the CoK.

The strategic objectives for this Key Focus Area are:

#### Strategic Objectives:

4. To enhance participation of citizens in the electoral processes.
5. To promote transparency and confidence in the management of elections.
6. To empower citizens to elect leaders who embody the spirit and the values of the Constitution.

#### Priorities:

- i. Multi-media civic and voter education on the electoral process.
- ii. Support to CSOs participation in electoral reform processes.
- iii. Support to CSOs and State Actors engagement on emerging electoral management issues.
- iv. Support for social vetting and public debates for political aspirants.
- v. Research and documentation of lessons from general elections.

#### Results Indicators:

- a. Enabling citizens to make informed decisions on electoral issues through voter education, and facilitating them to participate in social vetting of aspiring leaders resulting in:
  - An increase to 88% of the number of Kenyans voting in the 2017 General Elections.
- b. Working with relevant stakeholders to influence policy reforms and compliance to election laws, and guarantee transparent electoral processes resulting in:
  - A proportional increase to 70% of Kenyans who consider the 2017 electoral process as free, fair and transparent.

28. Article 81(d) CoK

29. Article 81(e) CoK

30. Article 81 (e) (iii) CoK

31. Article 81 (c) CoK





### **3.4 Key Focus Area Three: Addressing the historical political marginalisation of women, youth, persons with disabilities, marginalized and minority groups**

#### **Rationale:**

This Key Focus Area seeks to support corrective measures aimed at addressing past direct and indirect discrimination of groups with regards to their right to representation and participation. Through work in this area Uraia hopes to contribute towards the promotion of representation of women, persons with disabilities, youth, minority and marginalised groups within the executive, legislative and judicial arms of government at both the county and national levels.

The Strategic Objective of this Key Focus Area is:

#### **Strategic Objective:**

7. To increase and enhance representation of historically marginalised groups and communities in governance processes.

#### **Priorities:**

- i. Support to CSOs and networks to facilitate increased participation of marginalised groups and communities through policy advocacy and public interest litigation and other measures.
- ii. Support capacity building of marginalised groups and communities to actively participate in governance processes.
- iii. Supporting initiatives that counter socio/ cultural/religious and other structural

barriers to participation of marginalized groups.

#### **Results Indicators:**

- a. Empowering marginalized groups to participate in decision-making processes at the local level, engage in political parties' management and contest elective posts during general elections.
- b. Engage on policy and legal reform through a wide range of approaches. Tracking and advocating for implementation of laws and policies resulting in:
- c. At least a 10% increase in number of women, 10% increase in youth and a 2% increase in PWDs elected into decision-making positions at national and county level by the year 2020.

### **3.5 Key Focus Area Four: Internal Excellence**

#### **Rationale:**

This Key Focus Area seeks to enable Uraia to be a leading national organisation that is responsive to the civic needs of Kenyans. This Key Focus Area will enable Uraia to address the challenges around civic education uptake by undertaking projects that enable strategic thinking around Uraia's Key Focus Areas. This will include the development of a training and documentation centre on constitutionalism, undertaking a civic competence index for Kenya and scenario planning.

The Strategic Objective of this Key Focus Area is:

### Strategic Objective:

8. To enhance Uraia's responsiveness to the civic needs of Kenyans.

### Priorities:

- i. Development of a Civic Education Resource and Training Centre.
- ii. Undertaking a civic competence index.
- iii. Organisational sustainability.
- iv. Scenario planning.

### Results Indicators:

- a. A nationally accepted civic competence index established by 2020.
- b. A Civic Education Resource and Training Centre established by 2020.
- c. Kenya country governance scenarios for 2020-2030 published by 2018.
- d. One stream of incoming generating initiatives established by 2020.

## 3.6 Strategy Implementation

All four Key Focus Areas will be implemented through Uraia's four pillars namely civic education, civic engagement, institutional transformation and internal capacity. Uraia's civic education work will be both targeted and mass in nature capitalizing on Uraia's extensive network of civic educators in all the forty-seven counties and county based Implementing Partners who also undertake civic education through the use of local theatre and community meetings. The civic education provided will be standardised through the use of already developed curricular. Uraia's civic education will reach mass

audiences through the use of different media strategies. The media strategy shall address how to reach different segments of society with the most appropriate medium and at the most value for money. Uraia shall also capitalise on its extensive countrywide network to efficiently distribute Information Education and Communication (IEC) materials to the public. It shall continue to work with both State and Non State stakeholders in the development and dissemination of IEC materials relating to its Four Key Focus Areas.

Uraia's civic engagement work will be focused on promoting public participation, social accountability and social vetting. This work will be implemented by stakeholders at both the national and county level and continual capacity building in this area will be undertaken to ensure that Kenyans engage on all the Key Focus Areas of Uraia.

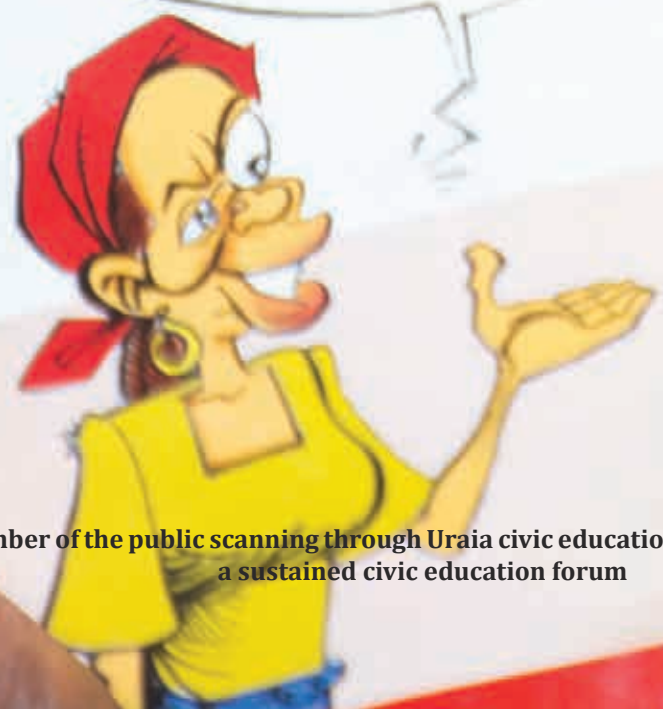
Uraia's institutional transformation work is geared towards improving institutions both State and Non State for the benefit of Kenyans. Initiatives under this pillar include the use of public interest litigation to effect change, work around legislative and policy reform, advocacy, research and networking. This pillar will focus on external stakeholders and their role in entrenching constitutionalism, promoting free and fair elections, addressing historical political marginalisation of women, youth, persons with disabilities and minority communities in Kenya and enhancing the internal excellence of Uraia. Central to ensuring Uraia's ability to deliver on this Strategic Plan is the internal capacity pillar, which focuses on the internal workings of Uraia. The internal capacity pillar will focus on enhancing Uraia's governance, accountability, performance, risk management, and capacity building.





**Uraia**  
Uganda's National Civic Education Programme

WHAT IS  
PUBLIC  
PARTICIPATION?



A member of the public scanning through Uraia civic education IEC material during a sustained civic education forum





A Civic education session in Kapchorwa Ward, Nandi Hills Constituency





# CHAPTER 4 : IMPLEMENTATION FRAMEWORK

## 4.1 Translating Strategy into Budgets & Plans

On an annual basis Uraia develops workplans and budgets that reflect the Key Focus Areas for intervention and are premised on the Strategic Plan. These workplans and budgets provide the basis upon which Uraia undertakes its fundraising. In addition to annual work plans Uraia develops Programmes and Projects that translate the Strategic Plan into action. The Programmes and Projects ran for various periods over the life of the Strategic Plan.

**“If the structure does not permit dialogue the structure must be changed.”**

*Paulo Freire*

### PROJECTED BUDGET - 2016 TO 2020

KEY FOCUS AREA	PERIOD					TOTAL KSHS MILLIONS
	2016 KSHS MILLIONS	2017 KSHS MILLIONS	2018 KSHS MILLIONS	2019 KSHS MILLIONS	2020 KSHS MILLIONS	
KEY FOCUS AREA ONE: ENTRENCHING CONSTITUTIONALISM	281	277	391	328	309	1,586
KEY FOCUS AREA TWO: PROMOTING FREE AND FAIR ELECTIONS	48	138	49	21	20	276
KEY FOCUS AREA THREE: ADDRESSING THE HISTORICAL POLITICAL MARGINALIZATION OF WOMEN, YOUTH, PERSONS WITH DISABILITY AND MINORITY COMMUNITIES IN KENYA	38	72	61	40	46	257
KEY FOCUS AREA FOUR: INTERNAL EXCELLENCE	121	133	139	146	153	692
<b>TOTAL</b>	<b>488</b>	<b>620</b>	<b>640</b>	<b>535</b>	<b>528</b>	<b>2,811</b>

## 4.2 Institutional Framework

This chapter presents the institutional structure of Uraia Trust that will facilitate effective and efficient execution of the Strategic Plan.

### 4.2.1 Organisational Structure

#### 4.2.1.1 Board of Trustees

The Board of Trustees (BOT) offers overall leadership and provides policy guidelines to Uraia Trust. The Board of Trustees has set up two Committees to assist the Board in fulfilling its mandate, namely the Grants and Programmes Management Committee and the Finance, Human Resource, Audit and Risk Management Committee.

#### Grants and Programmes Management Committee

The role of the Grants and Programmes Management Committee shall be to assist the Board of Trustees in fulfilling its oversight responsibilities in the grant and programme management areas. Its overall mandate is to ensure development and compliance with policies and procedures that will guarantee prudent grant and programme management in line with best practices.

#### Finance, Human Resource, Audit and Risk Management Committee

The Finance, Human Resource, Audit and Risk Management Committee shall assist the Board of Trustees in fulfilling its oversight responsibilities in the finance, human resource, audit and risk management function of the Trust.

#### 4.2.1.2 Advisory Council

The Advisory Council's role is to make recommendations and advise the Board of Trustees. The Advisory Council includes representatives from diverse sectors including the private sector, media, youth, women, persons with disabilities, minorities and marginalised groups and communities amongst others. The Council gives effective advice on political, social and cultural issues as well as insights in support of the objects and mandate of the Trust and wider CSOs work in Kenya.

#### 4.2.1.3 Secretariat

The Secretariat is designed to effectively execute this Strategic Plan in the next five years. It comprises of the office of the Executive Director (ED) supported by two departments. The ED performs the roles of chief executive officer and secretary to the Board. The ED is responsible for proper and efficient management of the day-to-day operations of the Uraia Secretariat.

Uraia Trust has two departments that work directly under the Executive Director. The departments are as follows:

1. Programmes
2. Finance and Support Services

#### Programmes

The Programmes department that is headed by the Head of Programmes and is responsible for managing all the activities with regard to civic education, civic engagement and institutional transformation. The Programmes department undertakes curriculum development, capacity building, networking, research, learning, monitoring and evaluation and supporting re-



source mobilization initiatives.

## Finance and Support Services

The department is headed by the Head of Finance and Support Services and is responsible for managing all the activities with regard to financial and grant management, procurement, human resources management and administration and information technology support. Support Services includes human resource management, office administration, information technology support and procurement. The Finance function entails resource mobilisation, finance, grants, audit and risk management.

### 4.2.2 Pillars

All four Key Focus Areas will be implemented through Uraia's four pillars namely Civic Education, Civic Engagement, Institutional Transformation and Internal Capacity. Uraia's civic education work will be both targeted and mass in nature capitalizing on Uraia's extensive network of Civic Educators in all the forty-seven counties and County based Implementing Partners who also undertake civic education through the use of local theatre and community meetings. The civic education provided will be standardised through the use of curricular. Uraia's civic education will reach mass audiences through the use of different kinds of media and strategies. The media strategy shall address how to reach different segments of society with the most appropriate medium and at the most value for money. Uraia shall also capitalise on its extensive countrywide network to efficiently distribute Information Education and Communication (IEC) materials to the public. It shall continue to work with both State and Non State stakeholders in the development and dissemi-

nation of ICE materials relating to its Four Key Focus Areas.

Uraia's Civic Engagement work will be focused on promoting public participation, social accountability and social vetting. This work will be implemented by stakeholders at both the national and county level and continual capacity building in this area will be undertaken to ensure that Kenyans engage on all the Four Key Focus Areas of Uraia.

Uraia's Institutional Transformation work is geared towards improving institutions both State and Non State for the benefit of Kenyans. Initiatives under this pillar include the use of public interest litigation to effect change, work around legislative and policy reform, advocacy, research and networking. This Pillar will focus on external stakeholders and their role in entrenching constitutionalism, promoting free and fair elections, addressing historical political marginalisation of women, youth, persons with disabilities and minority communities in Kenya and enhancing the internal excellence of Uraia. Central to ensuring Uraia's ability to deliver on this Strategic Plan is the Internal Capacity Pillar, which focuses on the internal workings of Uraia. The Internal Capacity Pillar will focus on enhancing Uraia's governance, accountability, performance, risk management, and capacity building.

### 4.2.3 Implementing Partners and Civic Educators

Uraia implements its work through various actors that can be categorised into two groups, civic educators and Implementing Partners. Uraia undertakes sustained civic education through its civic educators who reside at the commu-



nity level and impart knowledge on the Constitution to organised groups. The civic educators are recruited, trained, deployed and facilitated by Uraia. The civic educators undertake the civic education through curricular developed by Uraia.

All civic educators are supervised and assisted by County Coordinators whose key task is to provide oversight to the work of civic educators. Specifically they are required to assist the civic educator's access the different community groups who are potential beneficiaries of the civic education program as well as assist the civic educators to access and engage with the duty bearers in their civic education work. They are also responsible for quality control, regular monitoring and reporting on the progress of civic education work undertaken in the county.

Uraia's Implementing Partners include both State and Non State Actors. Non State Actors include non-governmental organisations, community based organisations, faith based organisations and media houses. Uraia provides its Implementing Partners at both the county, regional and national level in Kenya with financial and technical support.

County Implementing Partners undertake projects in the county where they are based and where they have a physical presence. Regional Implementing Partners undertake projects in two or more counties in close proximity to each other. A regional Implementing Partner has a physical presence in one of the counties in which it is operating. National or Strategic Partners have a comparative advantage in their field of work and a demonstrable expertise of working on national issues for over five years.

A key component of Uraia's Strategic Partners include the Uraia Consortia members who include the Ecumenical Civic Education Programme (ECEP), the National Muslim Civic Education Consortium (NAMCEC), the Consortium for the Empowerment and Development of Marginalized Communities (CEDMAC) and the Constitution and Reform Education Consortium (CRECO).

The Ecumenical Civic Education Programme (ECEP) is the mechanism for coordinating the civic education work of the two major church networks, the Kenya Catholic Conference of Bishops (KCCB), Kenya Episcopal Conference (KEP) and the National Council of Churches of Kenya (NCCCK). The National Muslim Civic Education Consortium (NAMCEC) comprises of various CSOs including the Kenya Council of Imams and Ulamaa, North Eastern Muslim Initiative and the Kenya Muslim Youth Alliance. The Consortium for the Empowerment and Development of Marginalized Communities (CEDMAC) was formed in 1999 as a platform of, and for civil society organizations, networks, and initiatives from marginalized communities striving for social justice and eliminations of all forms of discrimination. The CEDMAC constituency includes Pastoralists, Muslims, ethnic minorities, hunters and gatherers, forest dwellers, urban slum dwellers, Riverine communities and people with disabilities.

The Constitution and Reform Education Consortium (CRECO) is a coalition of Civil Society Organizations (CSOs) working on democracy, governance, legal and human rights issues. It was founded in 1998 and registered as Charitable Trust. Although, founded by legal and human rights NGOs, CRECO's membership has



evolved over the years. Currently the coalition is composed of CSOs working in different sectors but with a common aim of promoting constitutionalism and good governance in Kenya.

One of the key methodologies used by Uraia includes the use of media for communication. Uraia therefore builds strong links with media houses in order to ensure buy-in into the approaches used in order for Media Houses to view their contributions as part of their corporate social responsibility.

Uraia also undertakes its projects in partnership with State Actors, which include Ministerial Departments, Constitutional Commissions, County Governments, the Judiciary and Parliamentary Caucuses depending on the objective of the project and functions of the State Actor. These partnerships enable Uraia to respond not only to the demand side but also the supply side of institutions tasked with the responsibility of implementing the Constitution. These partnerships also provide an opportunity for linkages between State and Non State Actors that ultimately benefit the citizens.

## 4.2.4 Stakeholders

Areas of possible collaboration with Uraia

# 01

### Public

- Participating in civic and voter education forums
- Public participation in policy making and budgeting process
- Participation in vetting leaders
- Demanding accountability and transparency from leaders
- Exercising constitutional rights e.g. voting
- Upholding the constitution
- Development and use of whistle blowing mechanisms
- Reporting cases of corruption and bad governance
- Participating in grassroots led efforts to push for reforms forward in many key areas; including land, gender equality, police and judicial reforms

# 02

### Advisory Council

- Strategic and technical advice on policies
- Identification of emerging trends
- Identification of sustainable funding strategies to reduce reliance on donor funding

# 03

### Civil Society Organizations (CSOs)

- Delivering civic education to the public
- Organising civic engagement forums
- Identifying organised groups for the purpose of civic education and engagement
- Providing the public with whistle blowing channels
- Capacity building of citizens
- Participating in grassroots led efforts to push for reforms forward in many key areas; including land, gender equality, police and judicial reforms

# 04

### Religious Groups

- Delivering civic education to the public
- Organising civic engagement forums
- Facilitating peace building and conflict resolution initiatives.
- Upholding the Constitution
- Collaborations on areas of similar interest
- Jointly sponsoring public led campaigns on governance issues
- Jointly carrying out research





## 05

## Private Sector and Trade Unions

- Delivering civic education to the public
- Organising civic engagement forums
- Upholding the Constitution
- Facilitating peace building and conflict resolution initiatives
- Identification of sustainable funding strategies to reduce reliance on donor funding
- Collaborations on areas of similar interest
- Jointly sponsoring public led campaigns on governance issues
- Jointly carrying out research

## 06

## Media

- Promoting access to information on issues relating to Uraia's focus areas
- Acting as the public watchdog on governance issues
- Providing a whistle blowing channel to the public
- Use of social media to reach more people
- Training of journalists and editors on responsible reporting
- Combining the power of media with locally-led social action campaigns for higher impact
- Use of mass media to deliver civic and voter education
- Use of media as a line of communication between politicians and the people.

## 07

## National Government agencies

- Participation in the Constitution implementation process
- Participation in political and governance reform agendas
- Promotion of transparency and accountability in government
- Promotion of access to information
- Promotion and protection of human rights and access to justice for all
- Upholding constitutionalism
- Promotion on realization of the SDGs
- Development of policy guidelines on civic education.

# 08

## County Government agencies

- Collaborating with stakeholders to deliver civic education
- Promotion of transparency and accountability in Government
- Promotion of access to information
- Promotion of gender equality
- Promotion of women and youth in leadership
- Promotion of environmental sustainability initiatives to curb climate change
- Facilitating peace building and conflict resolution initiatives.
- Facilitating realization of the SDGs

# 09

## Constitutional Commissions and Independent Offices

- Promotion of transparency and accountability in Government
- Promotion of access to information
- Delivering civic education to the public
- Organising civic engagement forums
- Upholding the Constitution
- Facilitating peace building and conflict resolution initiatives
- Collaborations on areas of similar interest
- Jointly sponsoring public led campaigns on governance issues
- Jointly carrying out research

# 10

## Development Partners

- Promotion of democratic governance
- Promotion of gender equality
- Promotion of women and youths in leadership
- Promotion of environmental sustainability initiatives to curb climate change
- Facilitating peace building and conflict resolution initiatives
- Facilitating realization of the SDGs
- Initiating sustainable funding strategies to reduce reliance on development partners funding
- Capacity building for research
- Technical support



# 11

## Special Interest Groups (PWDs, women, youth, marginalized groups)

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- Championing the rights of the special interest groups
- Promoting the mainstreaming of issues of gender and disabilities into all aspects of socio-cultural, economic and political development
- Promoting recognition and respect for diversity
- Advocating for the implementation of the two thirds gender rule
- Offering a wider reach to Uraia programmes

# 12

## Research Institutions

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- Collaboration in carrying out research
- Training on research
- Sharing research information

# 13

## Foundations, Think Tanks and Trusts

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- Collaborations on areas of similar interest such as civic education and gender equality
- Jointly sponsoring public led campaigns on governance issues
- Jointly carrying out research



## 4.3 MONITORING, EVALUATION, REPORTING AND LEARNING (MERL) FRAMEWORK

The overall goal of the MERL Framework is to track and demonstrate realisation of results emanating from implementation of this Strategic Plan. The Framework's primary functions are to:

- Strengthen Uraia's capacities in evidence-based programming, monitoring and evaluation.
- Support evaluation to expand lessons from evidence.
- Ensure that knowledge generated by Uraia and its partners on programme implementation approaches and lesson learned is captured and disseminated widely.
- Ensure greater transparency and accountability, through the generation of sound information.

There will be an MERL Committee comprising of the Executive Director, Heads of Departments and Programme Managers to oversee the implementation of the Strategic Plan. The MERL Committee will hold quarterly meetings to review the status of the Strategic Plan implementation as it relates to their respective areas. The MERL Committee will report annually to the BOT on the progress of the Strategic Plan implementation.

The details of how Uraia will carry out its Monitoring, Evaluation, Reporting and Learning Process is as follows:

### 4.3.1 Monitoring

Monitoring the strategy implementation will involve the following:

- **Analysis / Reporting:** Information and data obtained on progress of implementation will be obtained from implementing partners and civic educators reports, analysed and documented on a quarterly and annual basis. These reports will also include financial management reports.
- **Validation:** This will involve checking or verifying whether the reported progress is accurate or not through field visits, client feedback or surveys, etc.
- **Indicator Performance tracking:** Achievement of quantitative indicators outlined in the log-frame will be tracked in a database and disaggregated based on gender and special interest groups (e.g. PWDs, marginalized groups, youth etc.), where applicable. Periodic summaries will be generated for reporting as well as for assessing the rate of indicator achievement, based on milestones and measurable outputs.
- **Stakeholder Participation:** Uraia will obtain feedback from partners and beneficiaries on progress and proposed actions through focus group discussions and stakeholders meeting. These will provide avenues for discussions on emerging issues during the strategy implementation period. Feedback from stakeholders will be used



to assess outcome, achievements and reorient direction as needed.

### 4.3.1.1 Performance Monitoring:

The Logical framework for this Strategic Plan (Appendix Three) forms the basis for Uraia’s monitoring, evaluation and reporting activities in the 2016 – 2020 period. Uraia will seek to monitor and measure levels of performance based on the four Key Focus Areas (KFA) as follows:

#### KFA 1: Key Focus Area 1: Entrenching Constitutionalism

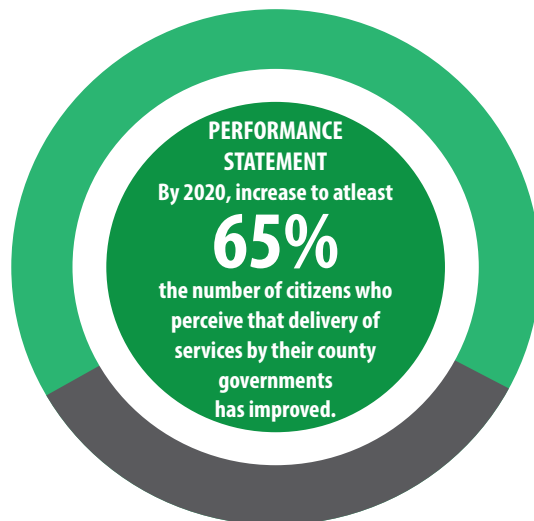
*(a) Outcome Statement 1: Increased citizen and CSOs participation, engagement and oversight in governance at the national and county level.*

- Knowledge and Skills transfer – Enabling citizens understand their rights and responsibilities, to understand who has power to bring about change.

Citizen engagement: Enabling citizens to participate, engage and monitor county and national governments processes, by building confidence and capacity through provision of skills and practical mechanisms.



*(b) Outcome statement 2: Improved Service delivery at the county and national levels of government.*

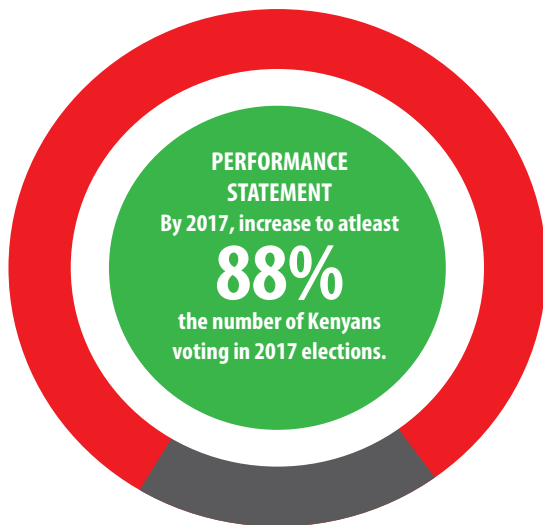


Holding duty bearers to account: Enabling citizens to monitor the performance of county governments and hold them to account through the use of social accountability tools for improved performance.

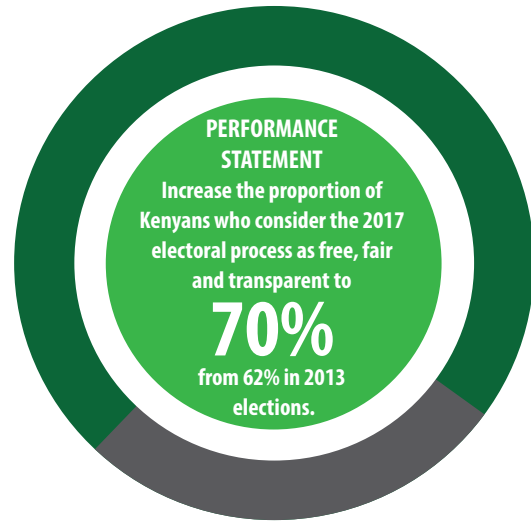
## KFA 2: Promoting Free & Fair Elections

*(a) Outcome Statement: Improved participation and transparency in electoral processes.*

Citizen participation in electoral processes: Enabling citizens to make informed decisions on electoral issues through voter education, and facilitating them to participate in social vetting of aspiring leaders.

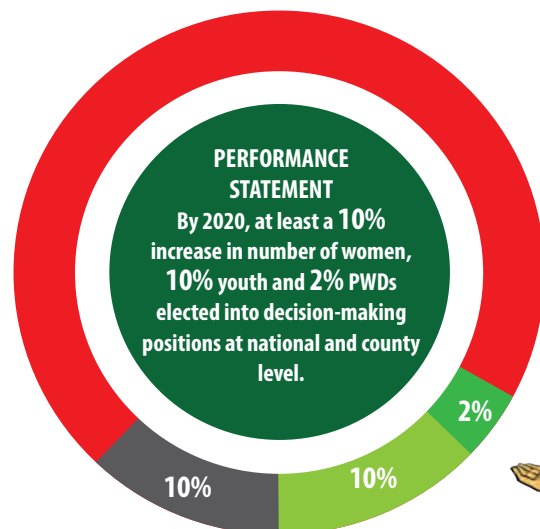


**Transparency in electoral processes:** Working with relevant stakeholders such as the Independent Electoral and Boundaries Commission (IEBC), Registrar of Political Parties (RPP) to influence policy reforms and compliance to election laws, and guarantee transparent electoral processes.



## KFA 3: Addressing the Historical Political Marginalization of Women, Youth, Persons with Disabilities (PWDs) and Minority Communities in Kenya.

*(a) Outcome Statement: Participation and representation of marginalized groups in governance*





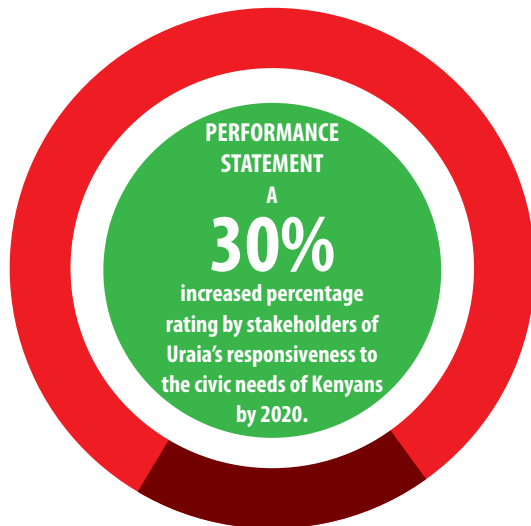
**Promoting greater representation and participation of marginalized groups in political and governance processes** – Empowering marginalized groups to participate in decision-making processes at community and local level, engage in political parties’ management as well as contest elective posts during general elections.

- **Affecting policy change** – Engaging with those in power to persuade them to formulate a policy or legal change, through a wide range of approaches: lobbying, campaigning, presentation of research, etc.

- **Policy implementation** – Tracking and advocating for 100% implementation of developed laws and policies.

## KFA 4: Internal Excellence

**(a) Outcome Statement: Improved responsiveness of Uraia in supporting democratic reforms in Kenya**



- **Improving internal systems** – Strengthening corporate governance systems that facilitate business efficiency.
- **Implementing responsive and sustainable programmes** – Tracking public civic competency. Scenario planning and innovation building. Diversification of Uraia’s funding base.

### 4.3.2 Evaluation:

- **Annual reviews:** The Strategic Plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategies, and activities among others are effectively informed by new information regarding Uraia Trust or the environment. Learnings will be documented and used to inform periodic reviews in programme design and implementation strategies.
- **Midterm review:** An External midterm review of Uraia’s strategy will be carried out to identify progress made in implementing the Strategic Plan and in the achievement of the overall goal, issues and challenges affecting realization of outcomes and lessons learnt. Based on the outcomes of the midterm review, recommendations will be made for the remaining half of the Strategic Plan.
- **End Term Evaluation:** This will be carried out after the five years of the implementation of Uraia’s Strategic Plan. It will seek to assess the impact of Uraia’s work in relation to its goals and objectives. The evaluation will identify key challenges, lessons learnt and make recommendations for the next Strategic Plan.

### 4.3.3 Reporting:

Uraia will report on strategy implementation as follows:

- **Quarterly reporting:** Once every quarter, Uraia will document progress towards implementation of the strategy, achievement of results toward, as well as capture lessons learnt.
- **Annual reporting:** At the end of each year, Uraia will produce an annual report documenting results. The report will also document lessons learnt and how they have been applied to inform programming. This will be disseminated widely to different stakeholders.

### 4.3.4 Learning:

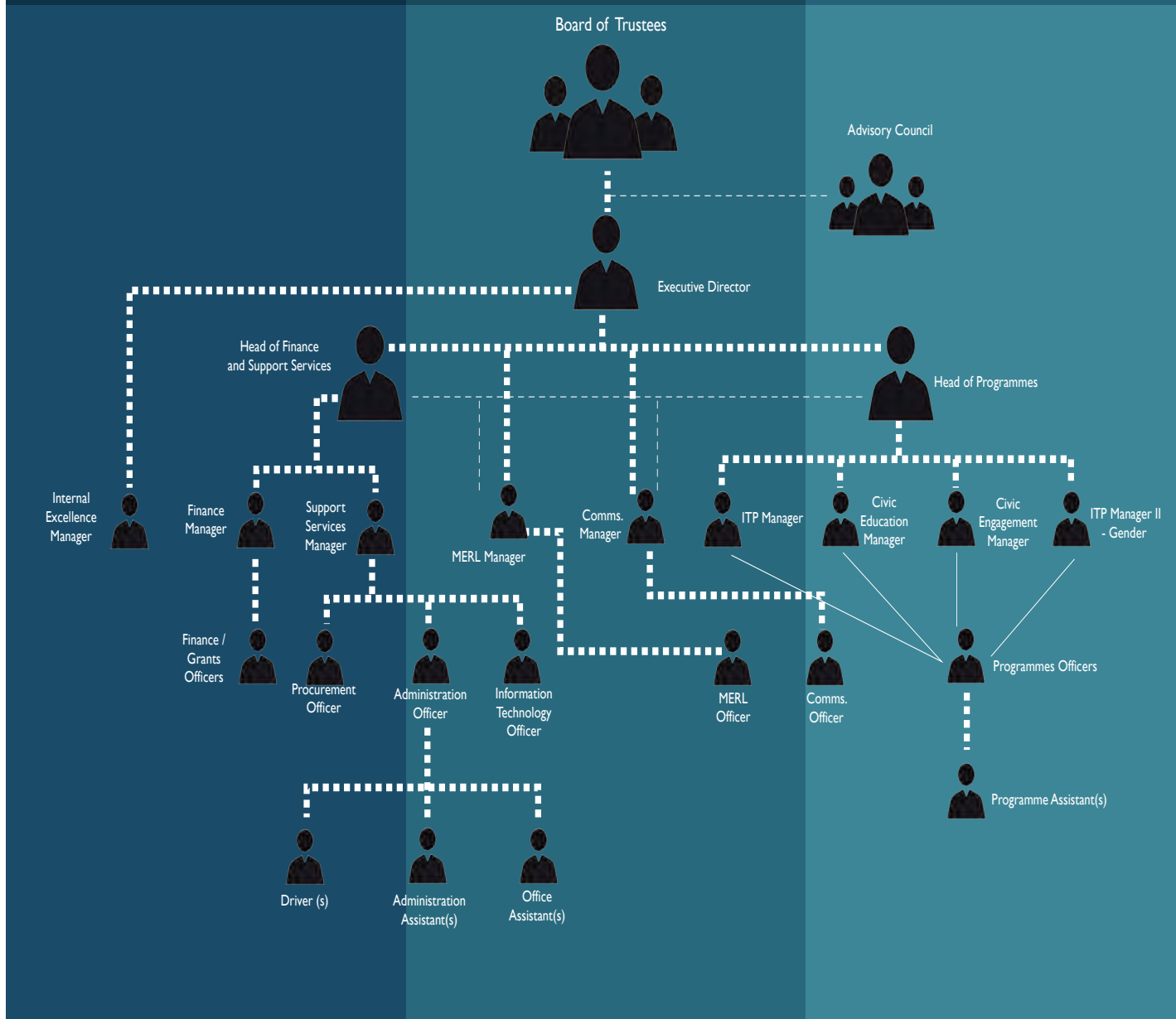
Uraia has been known as a source of knowledge, both for organizations and for the public in the areas of civic education and governance in general. Therefore, under this Strategic Plan, Uraia intends to harness this by ensuring that lessons learnt from its work and that of its implementing partners is documented and made accessible to other stakeholders locally and at regional level in order to influence policy and practice at national and regional levels. In addition, Uraia will provide opportunities for learning and reflection within the sector as follows:

- **Stakeholder forums:** Stakeholder forums will be held twice a year to review progress, share and document learning and experiences and harvest results. Key stakeholder groups to be involved include Implementing Partner's (IPs), the Advisory Council and Development Partners.
- **CSOs convening:** Uraia will organize periodic convening of CSOs to reflect on a range

of democratic reform issues that will emerge during the strategy implementation. Such platforms will also provide opportunities for joint scenario building, strategizing and addressing challenges towards democratic reforms.



# APPENDIX ONE: URAIA TRUST ORGANIZATION STRUCTURE





## APPENDIX TWO:

### LOGICAL FRAMEWORK

Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<p><b>Vision (Goal)</b></p>	<p>An informed, empowered and democratic nation.</p>	<p>G1.1: % of Kenyans who rate Kenya as a democratic by 2020.</p> <p>G1.2: Mo Ibrahim index on African Governance on Participation.</p> <p>G1.3: Worldwide Governance Indicators: Voice and accountability.</p>	<ul style="list-style-type: none"> <li>• Uraia end term Impact Studies.</li> <li>• Impact studies carried out by both State and Non-State-Actors.</li> <li>• Surveys reports.</li> <li>• Annual Economic reports.</li> <li>• Government reports.</li> <li>• Mo Ibrahim Index Reports.</li> <li>• World Bank Governance Index.</li> </ul>
<p><b>Mission (Purpose)</b></p>	<p>To provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations.</p>	<p>MI.1: Proportion of Kenyans who state that they have been involved in decision making at the national and county level.</p> <p>MI.2: Proportion increase in number of Kenyans who state that their constitutional aspirations are being realized.</p>	<ul style="list-style-type: none"> <li>• Uraia end of programme evaluation reports.</li> <li>• Impact Studies carried out by both state and non-state actors.</li> <li>• Surveys reports</li> <li>• Annual Economic reports.</li> </ul>



<b>Development Result</b>	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of achievement</b>	<b>Sources and means of Verification</b>
<b>Outcome 1.0:</b>	Increased citizen and CSOs participation, engagement and oversight in governance at the national and county level.	<p>1.1: % increase in no. of people who rate their civic awareness as above average.</p> <p>1.2 Proportion of local communities participating in county and national government processes.</p> <p>1.3 Proportion of CSOs providing oversight of national and county government's performance.</p>	<ul style="list-style-type: none"> <li>• Survey reports by CSOs and Government</li> <li>• Uraia Impact evaluation reports</li> </ul>
<b>Output 1.1</b>	Individuals acquire civic knowledge on the Constitution with emphasis on national values and sovereignty.	<p>1.1.1: Number of individuals who receive civic knowledge through mass civic education programmes.</p> <p>1.1.2: Number of individuals (disaggregated by sex, age, disability) who receive sustained civic education based on Uraia's curriculum.</p>	<ul style="list-style-type: none"> <li>• Partners and civic educators' monthly quarterly and annual reports</li> <li>• Electronic Media monitoring reports</li> <li>• Uraia Programme</li> </ul>

Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Output 1.2</b>	Civil Society Organizations (CSOs) facilitated to support participatory governance at national and county level.	1.2.1: Number of CSOs supported who redesign their governance programming and position themselves as change agents.  1.2.2: Number of CSOs promoting participatory governance at county level.	<ul style="list-style-type: none"> <li>• Partners' monthly, quarterly and annual reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Financial reports</li> <li>• Uraia quarterly and annual Programme reports</li> </ul>
<b>Output 1.3</b>	CSOs and citizens providing voice and oversight on the performance of public officials and institutions.	1.3.1: Number of policy and legislative reforms undertaken through partnerships with CSOs and state actors.  1.3.2: Number of CSOs/citizen actions taken targeting public institutions for noncompliance to policies/procedures.	<ul style="list-style-type: none"> <li>• Partners and civic educators' monthly, quarterly and annual reports</li> <li>• Electronic media monitoring reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia quarterly and annual Programme reports</li> </ul>





Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Outcome 2.0</b>	Improved service delivery at the county and national levels of government.	2.1: % of citizens who perceive that delivery of services by their county governments has improved.	<ul style="list-style-type: none"> <li>• State of Governance Survey reports by CSOs and government</li> <li>• Uraia Impact evaluation reports</li> <li>• Uraia quarterly and annual Programme reports</li> </ul>
<b>Output 2.1</b>	Civil Society Organizations (CSOs) and citizens engaging in monitoring and oversight of County Government performance.	<p>2.1.1: Number of accountability cells formed per county.</p> <p>2.1.2: Number of citizen led accountability initiatives undertaken per county every year.</p>	<ul style="list-style-type: none"> <li>• Partners' monthly, quarterly and annual report</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia quarterly and annual Programme reports</li> </ul>
<b>Output 2.2</b>	Spaces for civil society engagement with national and county governments expanded.	2.2.1: Number of local level platforms/partnerships/networks created and operationalized to allow for constructive engagement between CSOs and county governments structures.	<ul style="list-style-type: none"> <li>• Partners' monthly, quarterly and annual report</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia quarterly and annual Programme reports</li> </ul>

Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Output 2.3</b>	Capacity of County Government officials strengthened to enhance public participation and service delivery.	2.3.1: Number of county officials trained (disaggregated by sex, age, disability).  2.3.2: Number of counties that enact legislation that facilitate civic education and public participation.	<ul style="list-style-type: none"> <li>Partners' monthly, quarterly and annual reports</li> <li>Uraia Programme monitoring reports</li> <li>Uraia Quarterly and annual Programme reports</li> <li>Uraia Impact Evaluation reports</li> </ul>
<b>Outcome 3.0</b>	Improved participation and transparency in electoral processes.	3.1: % increase in number of Kenyans registered as voters by 2017 elections.  3.2: % increase of Kenyans voting in 2017 elections.  3.3: Proportion of Kenyans who consider the electoral process as free, fair and transparent.	<ul style="list-style-type: none"> <li>IEBC reports.</li> <li>Elections monitoring and observers' reports</li> <li>Uraia quarterly and annual Programme reports</li> <li>Uraia Impact Evaluation reports</li> <li>State of Governance Survey reports by CSOs and Government</li> </ul>



Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Output 3.1</b>	Citizens acquire knowledge and skills on electoral processes.	3.1.1: Number of individuals who receive civic and voter knowledge through mass civic education programmes.	<ul style="list-style-type: none"> <li>• Partners and civic educators' monthly, quarterly and annual reports</li> <li>• Electronic media monitoring reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia quarterly and annual Programme reports</li> <li>• Impact Evaluation reports</li> </ul>
<b>Output 3.2</b>	Enhanced reforms and compliance to election laws.	<p>3.2.1: Number of electoral policy/legislative reforms initiated.</p> <p>3.2.2: Number of policy briefs developed and disseminated.</p>	<ul style="list-style-type: none"> <li>• Partner monthly, quarterly and annual reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Electoral Management Body reports</li> <li>• Survey reports.</li> <li>• Reports from Constitutional Commissions</li> <li>• Elections documented reports</li> </ul>



Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Output 3.3</b>	Capacity of CSOs and local communities strengthened to undertake vetting of political aspirants.	3.3.1: Number of constituencies that conduct vetting of political aspirants.  3.3.2: Number of aspirants offering themselves for vetting.	<ul style="list-style-type: none"> <li>Partners' monthly, quarterly and annual reports</li> <li>Social vetting reports by partners</li> <li>Uraia Programme monitoring reports</li> <li>Uraia quarterly and annual Programme reports</li> <li>Uraia evaluation reports</li> </ul>
<b>Output 3.4</b>	Capacity of political parties strengthened to enhance internal democracy in party nominations and elections.	3.4.1: Number of initiatives supported through Uraia's partners that influence internal democracy in political party nominations and elections.	<ul style="list-style-type: none"> <li>Partners' monthly, quarterly and annual report</li> <li>Uraia Programme monitoring reports</li> </ul>
<b>Outcome 4.0</b>	Increased representation and participation of marginalized groups in governance processes.	4.1: % increase in number of women, youth and PWDs elected into decision-making positions at national and county level.	<ul style="list-style-type: none"> <li>IEBC reports.</li> <li>Elections monitoring Observers' reports</li> <li>Uraia's quarterly and annual Programme reports.</li> <li>Uraia Programme's Impact Evaluation reports</li> </ul>



<b>Development Result</b>	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of achievement</b>	<b>Sources and means of Verification</b>
<b>Output 4.1</b>	Capacity of marginalized groups (women, youth, minority communities and PWDs) strengthened to participate in governance and political processes.	4.1.1: Number of women, youth, PWDs and minority communities (disaggregated by sex, age) who have acquired knowledge and skills to participate in governance and political processes through Uraia's programmes.	<ul style="list-style-type: none"> <li>• Partners' monthly, quarterly and annual reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia quarterly and annual Programme reports.</li> <li>• Impact evaluation reports</li> </ul>
<b>Outcome 4.2</b>	Promote policy and legislative reforms on representation of marginalised groups.	4.2.1: No. of policy and legislative reforms supported/undertaken.	<ul style="list-style-type: none"> <li>• Partners' monthly, quarterly and annual reports</li> <li>• Uraia Programme monitoring reports</li> <li>• Uraia Quarterly and annual Programme reports</li> <li>• Uraia Programme's impact evaluation reports</li> </ul>
<b>Outcome 5.0</b>	Improved responsiveness of Uraia in supporting democratic reforms in Kenya.	5.1 Increased % rating by stakeholders of Uraia's responsiveness to the civic needs of Kenyans.	<ul style="list-style-type: none"> <li>• Uraia Stakeholder surveys</li> <li>• Civic competency surveys</li> <li>• Impact evaluation reports</li> </ul>

Development Result	Intervention Logic	Objectively verifiable Indicators of achievement	Sources and means of Verification
<b>Output 5.1</b>	Development of a civic competence index.	5.1.1 Frequency of administration of the civic competence index.	<ul style="list-style-type: none"> <li>• Civic competency survey development reports</li> <li>• Civic competency surveys</li> </ul>
<b>Output 5.2</b>	Uraia's performance enhanced to meet stakeholder expectations.	5.2.1: % rate of budget absorption.  5.2.2: % increase in level of stakeholder satisfaction.	<ul style="list-style-type: none"> <li>• Financial reports.</li> <li>• Audit reports</li> <li>• Uraia Stakeholders surveys</li> </ul>
<b>Output 5.3</b>	Strengthened corporate governance systems that facilitate business efficiency.	5.3.1: Frequency of organizational risk assessment.  5.3.2: Turn-around time in approval of processes.	<ul style="list-style-type: none"> <li>• Financial reports.</li> <li>• Audit reports</li> <li>• Uraia Stakeholders surveys</li> <li>• Annual risk assessment reports</li> </ul>
<b>Output 5.4</b>	Uraia's funding base increased and diversified.	5.4.1: Level of funding sustained or increased.  5.4.2: Number of new alternative funding sources.	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Audit reports</li> </ul>





<b>Development Result</b>	<b>Intervention Logic</b>	<b>Objectively verifiable Indicators of achievement</b>	<b>Sources and means of Verification</b>
<b>Output 5.5</b>	Uraia implements responsive and sustainable programmes.	5.5.1: Percentage of CSOs/community initiatives that carry on beyond Uraia's funding.	<ul style="list-style-type: none"> <li>• Partner's post implementation capacity assessment reports</li> </ul>
<b>Output 5.6</b>	Development of a Civic Education Resource and Training Centre.	5.6.1: Uraia acquires property for future establishment of a Resource Centre.	<ul style="list-style-type: none"> <li>• Training curricular and guides</li> <li>• Resource Centre building plans</li> <li>• Resource Centre Research briefs and meeting reports</li> </ul>

## APPENDIX THREE:

### MONITORING AND EVALUATION FRAMEWORK

**Vision: An informed, empowered and democratic nation**

**Mission: To provide quality civic education and empower Kenyans to exercise their civic duty in order to realize their constitutional aspirations.**

#### KEY FOCUS AREA 1: ENTRENCHING CONSTITUTIONALISM

SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
Impact: An Informed, empowered and a democratic nation.	% of Kenyans who rate Kenya as a democratic nation.	<ul style="list-style-type: none"> <li>• End term evaluation.</li> <li>• Impact Studies carried out by both state and non-state actors.</li> <li>• National surveys reports.</li> <li>• Annual Economic reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys.</li> <li>• Key informant interviews.</li> <li>• Desk review.</li> </ul>	End of project evaluation.
<b>Outcome 1:</b> Increased citizen and CSOs participation, engagement and oversight in governance at the national and county level.	1.1 % increase in no. of people who rate their civic awareness as above average.	<ul style="list-style-type: none"> <li>• Survey report.</li> <li>• Impact evaluation reports.</li> <li>• Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys.</li> <li>• Key informant interviews.</li> <li>• Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
	Proportion of local communities participating in county and national government processes.	<ul style="list-style-type: none"> <li>• Survey report.</li> <li>• Impact. evaluation reports.</li> <li>• Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys.</li> <li>• Key informant interviews.</li> <li>• Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
	Proportion of CSOs providing oversight of national and county governments.	<ul style="list-style-type: none"> <li>• Survey report.</li> <li>• Impact evaluation reports.</li> <li>• Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Field surveys.</li> <li>• Key informant interviews.</li> <li>• Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation



SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<b>Output 1.1:</b> Individuals acquire civic knowledge on the Constitution with emphasis on national values and sovereignty.	<b>1.1.1</b> Number of individuals who receive civic knowledge through mass civic education programmes.	<ul style="list-style-type: none"> <li>Partners and civic educators' monthly, quarterly and annual reports.</li> <li>Media monitoring reports.</li> <li>Programme monitoring reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Monthly Quarterly Annually
	<b>1.1.2</b> Number of individuals (disaggregated by sex, age, disability) who receive sustained civic education based on Uraia's curriculum.	<ul style="list-style-type: none"> <li>Partners and civic educators' monthly, quarterly and annual reports.</li> <li>Programme monitoring reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Monthly Quarterly Annually
<b>Output 1.2</b> Civil Society Organization (CSOs) facilitated to support participatory governance at national and county level.	<b>1.2.1</b> Number of CSOs supported who redesign their governance programming and position themselves as change agents.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
	<b>1.2.2</b> Number of CSOs promoting participatory governance at county level.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
<b>Output 1.3:</b> CSOs and citizens providing voice and oversight on the performance of public officials and institutions.	<b>1.3.1</b> Number of policy and legislative reforms undertaken through partnerships with CSOs and state actors.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually



SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
	1.3.2 Number of CSO/citizen actions taken targeting public institutions for noncompliance to policies/procedures.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
<b>Outcome 2:</b> Civil Society Organizations (CSOs) and citizens engaging in monitoring and oversight of county government performance.	2.1 % increase in number of citizens who perceive that delivery of services by their county governments has improved.	<ul style="list-style-type: none"> <li>Survey report.</li> <li>Impact evaluation reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Field surveys.</li> <li>Key informant interviews.</li> <li>Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
<b>Output 2.1:</b> Civil Society Organizations (CSOs) and citizens engaging in monitoring and oversight of county government performance.	2.1.1 Number of accountability cells formed per county.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
	2.1.2 Number of citizen led accountability initiatives undertaken per county every year.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually



SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<p><b>Output 2.2:</b> Spaces for civil society engagement with national and county governments expanded.</p>	<p>2.2.1 Number of local level platforms/networks created and operationalized to allow for constructive engagement between CSOs and county governments structures.</p>	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	<p>Quarterly Annually</p>
<p><b>Output 2.3:</b> Capacity of county government officials strengthened to enhance public participation and service delivery.</p>	<p>2.3.1 Number of county officials trained (disaggregated by sex, age, disability).</p>	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	<p>Quarterly Annually</p>
	<p>2.3.2 Number of counties that enact legislation that facilitate civic education and public participation.</p>	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	<p>Quarterly Annually</p>

## KEY FOCUS AREA 2: PROMOTING FREE & FAIR ELECTIONS

SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<b>Outcome 3:</b> Improved participation and transparency in electoral processes.	<b>3.1</b> % increase in number of Kenyans registered as voters by 2017 elections.	<ul style="list-style-type: none"> <li>Electoral Management Body reports.</li> <li>Elections monitoring and observers' reports.</li> <li>Impact Evaluation reports.</li> <li>State of Governance Survey reports.</li> </ul>	<ul style="list-style-type: none"> <li>Field surveys.</li> <li>Key informant interviews.</li> <li>Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
	<b>3.2</b> % increase of Kenyans voting in 2017 elections.	<ul style="list-style-type: none"> <li>Electoral Management Body reports.</li> <li>Elections monitoring and observers' reports.</li> <li>Impact Evaluation reports.</li> <li>State of Governance Survey reports.</li> </ul>	<ul style="list-style-type: none"> <li>Field surveys.</li> <li>Key informant interviews.</li> <li>Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
	<b>3.3</b> Proportion of Kenyans who consider the electoral process as free, fair and transparent.	<ul style="list-style-type: none"> <li>Impact studies carried out by both state and non-state actors.</li> <li>National surveys reports.</li> </ul>	<ul style="list-style-type: none"> <li>Field surveys.</li> <li>Key informant interviews.</li> <li>Desk review.</li> </ul>	Annually Bi-annually Mid-term review End term evaluation
<b>Output 3.1:</b> Citizens acquire knowledge and skills on electoral processes.	<b>3.1.1</b> Number of individuals who receive civic and voter knowledge through mass civic education programmes.	<ul style="list-style-type: none"> <li>Partners and civic educators' monthly, quarterly and annual reports.</li> <li>Media monitoring reports.</li> <li>Programme monitoring reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually





## KEY FOCUS AREA 2: PROMOTING FREE &amp; FAIR ELECTIONS

SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<b>Output 3.2:</b> Enhanced reforms and compliance to election laws.	<b>3.2.1</b> Number of electoral policy/legislative reforms initiated.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
	<b>3.2.2</b> Number of policy briefs developed and disseminated.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
<b>Output 3.3:</b> Capacity of CSOs and local communities strengthened to undertake vetting of political aspirants.	<b>3.3.1</b> Number of constituencies that conduct vetting of political aspirants.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
	<b>3.3.2</b> Number of aspirants offering themselves for vetting.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually
<b>Output 3.4:</b> Capacity of political parties strengthened to enhance internal democracy in party nominations and elections.	<b>3.4.1</b> Number of political parties supported with capacity development.	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	Quarterly Annually

### KEY FOCUS AREA 3: ADDRESSING THE HISTORICAL, POLITICAL, MARGINALISATION OF WOMEN, YOUTH, PERSONS WITH DISABILITIES (PWDs) AND MINORITY COMMUNITIES IN KENYA.

SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<p><b>Outcome 4:</b> Increased representation and participation of marginalized groups in governance processes.</p>	<p><b>4.1</b> % increase in number of women, youth and PWDs elected into decision making positions at national and county level.</p>	<ul style="list-style-type: none"> <li>Electoral Management Body reports.</li> <li>Impact Evaluation reports.</li> <li>State of Governance Survey reports.</li> </ul>	<ul style="list-style-type: none"> <li>Field surveys.</li> <li>Key informant interviews.</li> <li>Desk review.</li> </ul>	<p>Annually Bi-annually Mid-term review End term evaluation</p>
<p><b>Output 4.1:</b> Capacity of marginalized groups (Women, Youth, minority communities and PWDs) strengthened to participate in governance and political processes.</p>	<p><b>4.1.1</b> Number of women, youth, PWDs and minority communities (disaggregated by sex, age) who have acquired knowledge and skills to participate in governance and political processes through Uraia's programmes.</p>	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator tracking matrix.</li> <li>Field visits and observations.</li> </ul>	<p>Monthly Quarterly Annually</p>
<p><b>Output 4.2:</b> Promote policy and legislative reforms on representation of marginalised groups.</p>	<p><b>4.2.1</b> No. of policy and legislative reforms supported/undertaken.</p>	<ul style="list-style-type: none"> <li>Partners quarterly and annual reports.</li> <li>Programme monitoring reports.</li> <li>Implementers forum reports.</li> </ul>	<ul style="list-style-type: none"> <li>Policy tracking matrix.</li> <li>Field visits and observations.</li> </ul>	<p>Quarterly Annually</p>



## KEY FOCUS AREA 4: INTERNAL EXCELLENCE

SUMMARY NARRATION	PERFORMANCE INDICATOR	DATA SOURCE (MOV)	DATA COLLECTION METHOD	FREQUENCY
<b>Outcome 5:</b> Improved responsiveness of Uraia in supporting democratic reforms in Kenya.	<b>5.1</b> Increased % rating by stakeholders of Uraia's responsiveness to the civic needs of Kenyans.	<ul style="list-style-type: none"> <li>• Uraia Stakeholder surveys.</li> <li>• Civic competency surveys.</li> <li>• Impact Evaluation reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk reviews.</li> <li>• Civic competency Surveys.</li> <li>• Field visits and observations.</li> <li>• Field surveys.</li> <li>• Key informant interviews.</li> </ul>	Annually
<b>Output 5.1</b>	<b>5.1</b> Development of a Civic Competence index.	<ul style="list-style-type: none"> <li>• Civic competency survey development reports.</li> <li>• Civic competency surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk reviews.</li> <li>• Civic competency Surveys</li> <li>• Field visits and observations.</li> <li>• Field surveys.</li> <li>• Key informant interviews.</li> </ul>	Annually
<b>Output 5.2</b> Uraia's performance enhanced to meet stakeholder expectations.	<b>5.2.1</b> % increase in level of stakeholder satisfaction.	<ul style="list-style-type: none"> <li>• Financial reports.</li> <li>• Audit reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction Surveys.</li> </ul>	Quarterly Annually
	<b>5.2.2</b> % rate of budget absorption.	<ul style="list-style-type: none"> <li>• Financial reports.</li> <li>• Audit reports.</li> <li>• Uraia Stakeholders surveys.</li> <li>• Annual risk assessment reports.</li> <li>• Programme and Finance review reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review.</li> <li>• Customer satisfaction Surveys.</li> </ul>	Monthly Quarterly Annually
<b>Output 5.3</b> Strengthened corporate governance systems that facilitate business efficiency.	<b>5.3.1</b> Frequency of organizational risk assessment.	<ul style="list-style-type: none"> <li>• Annual risk assessment reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review.</li> </ul>	Annually
	<b>5.3.2</b> Turnaround time in approval of processes.	<ul style="list-style-type: none"> <li>• Financial reports.</li> <li>• Uraia Stakeholders surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction Surveys.</li> </ul>	Quarterly Annually



# Uraia

Kenya's National Civic Education Programme

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