



WAJIBU WETU;
JUMUIKA, SIKIKA!



Wajibu Wetu; Jumuika, Sikika!

End Term Evaluation
Report **2022-2026**

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List of Acronyms and Abbreviations

AI	Artificial Intelligence
CIDP	County Integrated Development Plan
CMDRR	Community Managed Disaster Risk Reduction
CoP	Conference of Parties
CSO	Civil Society Organization
DAC	Development Assistance Committee
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GEI	Gender, Equality and Inclusion
ICCA	Inclusive Climate Change Adaptation
IREMO	Indigenous Resource Management Organisation
KII	Key Informant Interview
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Queer
MEL	Monitoring, Evaluation and Learning
MoU	Memorandum of Understanding
NDMA	National Drought Management Authority
OECD	Organisation for Economic Co-operation and Development
PCVE	Preventing and Countering Violent Extremism
PWD	Persons with Disabilities
SIDA	Swedish International Development Cooperation Agency
SRHR	Sexual and Reproductive Health and Rights
TVET	Technical and Vocational Education and Training
ToC	Theory of Change
VSLA	Village Savings and Loan Association
WW;JS!	Wajibu Wetu; Jumuika, Sikika!

1.0 EXECUTIVE SUMMARY

The Wajibu Wetu, Jumuika Sikika! Programme III, implemented by ForumCiv and 24 partner organisations across 15 counties, significantly strengthened civic awareness, inclusive governance, gender equality, climate accountability, and civil society capacity. The programme contributed to a major rise in rights awareness, from 42% at baseline to over 92%, enabling citizens to use formal grievance channels and demand better service delivery. Key achievements included the resolution of stalled public projects, reopening of public services, increased participation of women and youth in leadership spaces, and stronger community advocacy on climate-related rights and accountability.

The programme also strengthened grassroots civil society organisations through sub-granting, mentorship, financial management support, governance strengthening,

and compliance systems. Creative approaches such as activism, puppetry, spoken word, storytelling, and digital advocacy helped engage youth and low-literacy groups. However, economic vulnerability remains a major barrier to sustained civic participation, despite strong gains in climate preparedness.

Overall, the programme has built a strong foundation for inclusive governance and civic empowerment. The next phase should focus on institutionalising successful approaches within government systems, county planning, budgeting, accountability mechanisms, and long-term civic structures to ensure sustainability and deeper systems change.

Key Findings

The programme delivered significant, measurable outcomes alongside important evaluative insights. Civic awareness and agency increased sharply, with rights awareness rising from 42% to over 92%, signalling a fundamental shift toward active, informed, and demand-driven citizenship. This translated into tangible improvements in public service delivery and government responsiveness, including the reopening of Kakamega dispensary, resolution of stalled government projects, and the establishment of the Isiolo High Court with a Children’s Division, alongside strengthened citizen-state dialogue and accountability platforms.

The programme also deepened inclusion, with women, youth, and marginalised groups gaining greater access to governance and decision-making spaces such as councils of elders, ward committees, and leadership roles. At the systems level, grassroots civil society organisations were strengthened into credible and sustainable actors, with enhanced capacity in fund management, donor compliance, and resource mobilisation. Climate governance was increasingly reframed as a rights and accountability issue, with 86.5% of communities reporting improved preparedness for climate shocks. Innovative approaches—including digital advocacy, activism, and investigative tools—expanded civic engagement, particularly among youth, and contributed to concrete justice outcomes, including GBV convictions. These achievements were supported by strong financial performance, with a 90% burn rate and an efficient 80:20 programme-to-administration cost ratio.

However, while state-citizen relations have improved, progress remains constrained by poverty and income insecurity, limiting sustained civic participation. In addition, programme gains are not yet fully institutionalised within government systems, posing risks to long-term sustainability. A critical gap persists in economic resilience, with only 60% of citizens confident in managing income shocks, underscoring the need to better integrate livelihoods strengthening into governance programming.

Key Learnings and Programming Insights

Sustained, locally led investment in grassroots organisations strengthens institutional growth and local ownership. Long-term and adaptive programming is needed to shift governance norms, accountability systems, and social behaviour. Economic resilience is also essential, especially for women and youth, whose participation is often limited by financial insecurity. The programme shows that rights awareness, inclusive participation, creative advocacy, digital tools, and strong partnerships can deepen civic agency and support lasting governance change.

Conclusions

The WWJS Programme III has made a strong contribution to Kenya's civic ecosystem by protecting civic space, strengthening accountability, and improving citizen-state engagement. Its locally led and adaptive model has generated measurable governance outcomes. Future programming should now move from programme-level success to systems-level transformation through stronger institutionalisation, deeper inclusion, improved economic resilience, and more sustainable financing and partnership models.

Recommendations

- ForumCiv: Strengthen sustainability by institutionalising successful programme models within government systems, supporting alumni and partner networks, improving MEL and learning systems, deepening tailored support to grassroots CSOs, and integrating civic engagement with economic resilience, digital accountability, and innovative financing.
- Implementing Partners: Improve inclusive grassroots mobilisation, strengthen documentation and community feedback systems, government collaboration, peer learning, safeguarding, financial compliance, and integration of livelihoods, savings groups, and climate resilience into civic programming.
- Donors: Provide predictable, flexible, and long-term funding that supports localisation, inclusion, safeguarding, institutional strengthening, adaptive programming, transition

planning, and innovative financing models such as challenge funds, catalytic funding, and results-based financing.

- County and National Duty-Bearers: Institutionalise citizen participation, accountability, climate governance, and inclusive planning within formal systems, embedding these across budgeting, procurement, service delivery, and data-driven decision-making.
- Private Sector Actors: Partner with CSOs, communities, and government to support livelihoods, green jobs, digital inclusion, civic technology, climate resilience, market access, and catalytic financing for women and youth.
- Community Leaders and Civic Networks: Promote safe and inclusive civic participation, strengthen community feedback and accountability systems, support local leadership, and link civic engagement with social cohesion, financial inclusion, and community-led livelihoods.





2.0 INTRODUCTION

2.1 Background

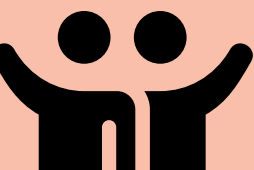
Kenya's 2010 Constitution provides a strong legal foundation for public participation, devolution, equality, and non-discrimination. However, implementation remains uneven, and civic space continues to be contested. Women, youth, persons with disabilities, queer communities, widows, low-income groups, and people in remote areas still face social, economic, geographic, and safety barriers to meaningful participation.

Civil society organisations remain central in bridging the gap between citizens and the state. They support rights awareness, social accountability, inclusive participation, and community-led advocacy, including through digital activism and local civic engagement.

The Wajibu Wetu, Jumuika Sikika! Programme III is a rights-based governance programme implemented by ForumCiv from July 2022 to June 2026 through 24 partner organisations across 15 counties. It sought to strengthen civic agency, duty-bearer accountability, gender equality, community resilience, movement building, and CSO capacity.

The programme used a dual delivery model. Partners implemented Result Areas 1 to 3, covering inclusive governance, community empowerment and resilience, and gender equality. ForumCiv directly supported Result Areas 4 and 5, covering networking, linkages, movement building, and organisational and technical capacity strengthening for CSOs.

The programme targeted rights holders in marginalised communities while also engaging duty bearers and county actors to strengthen institutional responsiveness and anchor governance gains within public systems. This evaluation assesses the programme across the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.



24
Partner
Organizations
across 15
counties

2.2 Purpose of the Evaluation

The end-term evaluation assesses programme performance against the OECD-DAC criteria and examines changes from baseline, mid-term, and endline evidence.

It serves three purposes: to account for results achieved, generate learning on what worked and for whom, and guide decisions on what should be retained, strengthened, institutionalised, redesigned, or better targeted in a future phase.

2.3 Conceptual and Analytical Framing

The evaluation is framed around civic participation, social accountability, rights-based programming, and gender and social inclusion. It examines the relationship between rights holders and duty bearers, the quality of participation spaces, the extent to which participation leads to response and change, and whether these gains can last beyond direct programme support. Participation is assessed beyond attendance. The evaluation considers agency, confidence, safety, voice, leadership, influence on decisions, access to services, and institutionalisation within public systems.

2.4 Objectives, Criteria, and Evaluation Questions



Evaluation Objectives

1. Assess programme performance across relevance, coherence, effectiveness, efficiency, impact, and sustainability.
2. Compare baseline conditions, mid-term progress, and endline change in order to describe the trajectory of programme results.
3. Triangulate quantitative, qualitative, and documentary evidence to explain both the scale and the depth of change.
4. Distinguish how results differed across groups, especially women, young women, youth, PWDs, queer communities, rural or remote groups, duty bearers, and partner CSOs.
5. Provide strong, targeted recommendations for future programming.



OECD-DAC Criteria

1. Relevance: whether programme objectives and approaches matched context, needs, and priorities.
2. Coherence: how well programme components fit together internally and aligned externally with county systems and other actors.
3. Effectiveness: the extent to which intended outcomes were achieved.
4. Efficiency: how well resources, delivery models, and systems converted effort into results.
5. Impact: broader changes at the individual, community, institutional, and policy level, including unintended effects.
6. Sustainability: the likelihood that benefits and mechanisms will continue beyond direct donor support.



Core Evaluation Questions

1. How did programme relevance and performance change from baseline to mid-term to endline?
2. Which outcomes improved most strongly, and which remained weaker or uneven?
3. Which groups benefited most and least, and what explains those differences?
4. How far were successful models institutionalized within county systems and local governance structures?
5. Which results appear likely to endure, and what threatens continuation?





3.0 APPROACH AND METHODOLOGY

3.1 Evaluation Design

The end-term evaluation used a mixed-method, theory-based, and contribution-oriented design. It combined quantitative trend analysis with qualitative and documentary evidence to assess programme performance across the OECD-DAC criteria. The evaluation did not treat baseline, mid-term, and endline evidence as a strict statistical panel, because the data were collected at different points and for different purposes. Instead, it compared trends across the three periods and triangulated survey findings, qualitative narratives, case evidence, and programme documents to assess the direction, strength, and durability of change. The design enabled the evaluation to examine measurable changes alongside the contextual factors, implementation pathways, and stakeholder experiences that shaped those changes across counties and partner interventions.

3.2 Data Sources, Respondent Reach, and Collection Methods

The evaluation drew on baseline, mid-term, and endline evidence, supported by programme documents, partner reports, results narratives, and management response records. Baseline evidence came from the 2022 study, while mid-term evidence came from the 2024 evaluation covering 24 partners across 15 counties.

Endline data was collected through rights-holder surveys, partner CSO surveys, duty-bearer surveys, KIs, FGDs, results narratives, and document review. The endline reached 163 rights holders, 23 partner staff survey respondents, 29 duty bearers, 23 partner KI respondents, 3 ForumCiv staff, 12 local stakeholders, 1 donor representative, 7 private sector actors, 7 FGDs, and 9 case narratives.

The document review covered the programme proposal, baseline study, mid-term evaluation, annual reports, SESIA report, evaluation matrix, stakeholder list, results narratives, and management response to the mid-term evaluation.

3.3 Sampling and Units of Analysis

The evaluation used a mixed sampling approach combining full partner coverage, purposive selection, stratified purposive selection, and systematic selection where participant lists were available. This allowed the evaluation to cover the programme's 24 implementing partners, 15 counties, five result areas, and key stakeholder groups.

Twenty-three implementing partners were included through surveys and/or KIs, with each partner counted once for partner-level analysis. All 15 counties were represented through physical or virtual engagement. Physical data collection was undertaken in Nairobi, Nakuru, Kisumu, Kakamega, Mombasa, Kilifi, Isiolo, and Turkana, with sign language interpretation provided to support the participation of persons with disabilities. Virtual engagement covered Siaya, Narok, Kwale, Taita Taveta, Lamu, Marsabit, and Wajir.

The main units of analysis were programme result areas, stakeholder groups, county-level evidence, partner-level evidence, and trends across baseline, mid-term, and endline data. Results narratives were selected based on thematic relevance, evidence strength, geographic spread, partner diversity, innovation, scalability, sustainability, and learning value. Detailed respondent reach, county coverage, and stakeholder consultation tables are provided in the annexes.

3.4 Data Analysis and Triangulation

Data analysis followed a question-to-outcome mapping approach. Each survey item, KII, FGD, document, and results narrative was mapped against the OECD-DAC criteria, the five result areas, and the relevant programme outcomes. The analysis also applied cross-cutting lenses on gender and inclusion, rights-based approaches, climate justice, conflict sensitivity, safeguarding, do-no-harm, and learning.

Quantitative data was analysed using frequencies, percentages, subgroup patterns, and comparison with baseline and mid-term evidence where indicators were comparable. Rights-holder and duty-bearer data mainly informed Result Areas 1 to 3, while partner CSO data informed Result Areas 4 and 5. Efficiency and coherence were assessed mainly through KIIs, document review, management evidence, and process data.

Qualitative data from KIIs, FGDs, results narratives, and documents was coded thematically. Results narratives were used to explain contribution pathways and illustrate how change occurred in specific contexts, not as stand-alone proof of programme-wide impact.

Triangulation was applied across rights holders, partner CSOs, duty bearers, ForumCiv staff, local stakeholders, documents, and case evidence. Findings were treated as stronger where evidence converged across multiple sources. Where evidence differed, the evaluation interpreted the differences to distinguish between perceptions, verified examples, contribution claims, and emerging outcomes.

3.5 Contribution Analysis

The evaluation did not assume direct attribution. Instead, it assessed whether reported changes were consistent with the programme Theory of Change, supported by different evidence sources, and linked to behavioural, institutional, service-delivery, or policy shifts.

The analysis traced how interventions such as civic education, community dialogue, legal advocacy, digital engagement, partner capacity strengthening, sub-granting, networking, and movement building contributed to outcomes such as increased rights awareness, stronger civic participation, improved collective action, better duty-bearer responsiveness, and stronger CSO capacity. The evaluation also considered contextual factors that influenced results, including political space, county government openness, local champions, partner capacity, economic vulnerability, and the extent to which interventions were embedded in existing community and government structures.

3.6 Limitations

The findings should be read as evidence of trends, plausible contribution, and emerging change rather than strict causal attribution. Baseline, mid-term, and endline data were not drawn from identical samples or tools. The lack of a consolidated participant database also limited fully random sampling of rights holders.

Evidence depth varied by county. Physical sites generated stronger community-level evidence, while some virtually covered counties contributed mainly partner-level, documentary, and results narrative evidence. Some groups were also less represented, including men as a distinct group, persons with disabilities, queer communities, and remote populations. Direct engagement with participants linked to GBV, queer rights, human rights defence, and civic space work was limited by safeguarding, confidentiality, and do-no-harm considerations. These limitations were managed through careful triangulation, cautious interpretation, and clear qualification of findings where evidence was limited or largely perception-based.

3.7 Ethical Considerations

The evaluation applied informed consent, confidentiality, safeguarding, data protection, and do-no-harm principles throughout data collection, analysis, and reporting. Respondents were informed about the purpose of the evaluation, voluntary participation, and use of information.

Sensitive evidence related to GBV, queer communities, human rights defenders, and civic space was handled carefully to avoid exposing individuals, organisations, or communities to risk. Findings were reported in aggregated or non-identifying form, and the report avoids stronger causal or group-level claims than the evidence supports.

3.8 Use of AI Assistance

AI-assisted tools were used only for non-substantive support functions, including language refinement, formatting review, synthesis support, and consistency checks. AI was not used to generate raw evidence, replace evaluator judgment, conduct unsupervised analysis, or process personally identifiable or sensitive participant data. All findings, conclusions, and recommendations were reviewed and validated by the evaluation team. Confidential and sensitive information was handled in line with ForumCiv's data protection, safeguarding, and do-no-harm requirements.

3.9 Quality Assurance

Quality assurance was applied across tool design, data collection, analysis, and reporting. Quantitative tools were programmed in Kobo Collect with skip patterns, validation checks, and required fields to improve completeness and consistency. Enumerators were trained on the evaluation objectives, sampling procedures, informed consent, safeguarding, confidentiality, interview techniques, and digital data collection.

Field supervisors reviewed submissions daily, resolved data collection issues, and provided feedback to enumerators. Survey datasets were cleaned and checked for completeness, duplicates, skip logic errors, and inconsistencies. Qualitative notes were reviewed for clarity and alignment with the evaluation questions. Findings were triangulated across data sources before inclusion in the report, and an internal technical review checked consistency between findings, conclusions, and recommendations.



4.0 FINDINGS BASED ON OECD-DAC EVALUATION CRITERIA AND RESULT AREAS

4.1 FINDINGS BY OECD-DAC EVALUATION CRITERIA

Below are snapshots of findings under the OECD-DAC criteria. A detailed analysis of the OECD-DAC evaluation framework, including trajectory across baseline, mid-term, and endline, is provided in Annex 1.

4.1.1 Relevance

The WWJS Programme III remained highly relevant to Kenya's devolved governance context and to the needs of rights holders in marginalised communities. It responded directly to weak civic awareness, limited accountability channels, exclusion of women, youth, persons with disabilities, queer communities, widows, and low-income groups, as well as climate and livelihood vulnerabilities. The strongest evidence of relevance is the rise in rights awareness and confidence. Rights holders who knew practical complaint and participation channels increased from 42% at baseline to 92.9% at endline, while 96.5% reported improved ability to demand services and claim rights. The programme also remained relevant because it linked civic education to practical accountability tools such as public forums, scorecards, petitions, legal referrals, radio engagement, and digital advocacy.

We were able to resolve 10 stalled projects, including health facilities and toilets in schools in Kakamega, and 11 others where the government had already responded.

The programme was also relevant to gender equality and inclusion. It expanded women's and youth participation in spaces that had previously been male-dominated, including councils of elders, ward committees, student leadership, county technical groups, and climate governance structures.

Previously, the Council of Elders only consisted of men, but nowadays we have women within the Council of Elders and in ward planning committees.

However, relevance was weaker in remote and hard-to-reach areas, where barriers such as distance, low literacy, limited digital access, disability exclusion, poverty, and insecurity affected participation. The programme's next phase should therefore deepen accessibility, simplify policy and climate information, and invest more deliberately in groups that remain under-reached.

4.1.2 Coherence:

The programme was broadly coherent with ForumCiv's Theory of Change, rights-based approach, do-no-harm principles, and focus on localisation. Its dual model worked well: partners led community-level work under Result Areas 1 to 3, while ForumCiv supported networking, movement building, and CSO capacity under Result Areas 4 and 5. Coherence was strongest where partners connected informal mobilisation to formal governance processes. Sports, art, radio, theatre, community hubs, scorecards, petitions, public forums, digital tools, and county engagement platforms helped move communities from awareness to action.

Instead of using the normal meetings, we used sports, art and football tournaments where government officials also came to respond.

The programme also strengthened coherence through county technical working groups, Ward Climate Change Committees, National Drought Management Authority linkages, CSO networks, peer learning spaces, and joint advocacy. By endline, 100% of partner CSOs reported stronger partnerships and coalitions, while 94.4% reported improved digitisation.

Remaining gaps included uneven internalisation of tools such as the Right Way Forward, weaker inclusion of persons with disabilities and older persons in some platforms, digital exclusion, and partner capacity differences in financial management, reporting, and governance.

4.1.3 Effectiveness:

The programme was effective in strengthening civic agency, rights-claiming, participation, climate resilience, gender equality, networking, and partner capacity. Rights holders reporting improved ability to demand services and claim rights reached 96.5%, while 85.3% participated in decision-making forums. Awareness of formal complaint mechanisms reached 92.9%. The programme's effectiveness came from combining civic education with action-oriented mechanisms such as community scorecards, petitions, public participation, media amplification, legal referrals, and direct engagement with duty bearers. This contributed to reopened public facilities, resolved stalled projects, increased inclusion in governance spaces, stronger GBV referral systems, and improved access to justice.

Gender equality was one of the strongest result areas. At endline, 91.8% of respondents knew GBV referral pathways, 87.1% confirmed the existence of functional response mechanisms, 95.3% reported improved GBV prevention and response, and 96.5% noted improved women's participation. One field quote illustrates the justice pathway:

We were able to get a court here in Isiolo; the person who killed a woman was imprisoned for 30 years.

Climate and resilience outcomes were also strong. Awareness of early warning and response systems increased from 32% at baseline to 87.6% at endline, while 86.5% reported improved preparedness for climate shocks. However, economic resilience remained weaker, with only 60% of rights holders confident in managing income shocks. This shows that civic agency will be harder to sustain without stronger livelihood and financial resilience support.

4.1.4 Efficiency:

The programme was efficient because it worked through local CSOs, existing community structures, volunteer networks, local media, digital platforms, social movements, and county engagement spaces. This reduced delivery costs and increased trust, reach, and local ownership.

The partner-led model enabled the programme to deliver integrated outcomes. Community forums often addressed governance, gender equality, climate resilience, and accountability in the same space, reducing duplication. Vernacular radio, social media, mobile communication, theatre, activism, and digital content also expanded reach at relatively low cost.

ForumCiv's sub-granting and capacity-strengthening model also generated institutional value. Several partners improved governance, financial systems, MEL, documentation, and resource mobilisation, enabling them to attract further funding and sustain work beyond WWJS. However, efficiency was constrained by delayed disbursements, inflation, budget rigidity, reporting burdens, staff turnover, and limited cost-per-beneficiary data.

4.1.5 Impact:

The programme generated visible impact at individual, community, organisational, and institutional levels. It shifted many communities from passive participation to active rights-based engagement. The most visible changes were in GBV response, civic participation and voice, climate resilience, women's participation, and rights claiming. At endline, 92.9% of rights holders attributed observed changes at least partly to programme-supported activities. Key impacts included reopened or improved public services, greater use of scorecards and petitions, women's entry into previously male-dominated governance structures, youth-led accountability campaigns, increased GBV reporting, justice outcomes, climate-smart livelihoods, and stronger CSO credibility. Duty bearers also reported improved responsiveness, with 89.3% saying dialogue and advocacy improved responsiveness and 96.4% saying forums improved follow-up on community priorities.

The impact was strongest where awareness, collective action, partner legitimacy, media amplification, and duty-bearer engagement worked together. However, impact was limited by safety risks for activists, journalists, and women leaders, weak institutional uptake, elite capture, uneven county responsiveness, and continued practices such as vote-buying.

4.1.6 Sustainability:

The programme has created a strong base for sustainability at the community and partner level. At endline, 84.1% of rights holders believed local groups could continue activities without direct programme support, while 83.5% expected supported forums and networks to remain active. Partner sustainability was also strong, with 94.4% of partners reporting that networks were likely to continue and 88.9% reporting improved ability to mobilise resources.

Sustainability is strongest where community champions, civic hubs, women's groups, climate committees, social justice structures, and partner networks have become locally owned. It is weaker where accountability platforms, inclusion practices, and participation mechanisms remain project-driven rather than embedded in county plans, budgets, administrative systems, and formal feedback mechanisms. The main sustainability risks are reliance on donor funding, limited county budget allocation, political transitions, corruption risks, weak follow-up, economic vulnerability, and youth mobility. The next phase should therefore shift from project-supported success to institutional embedding within government (county & national) systems.

4.2 FINDINGS BY PROGRAMME KEY RESULT AREAS

Below are snapshots of partner-level key result areas. Detailed examples of individual partner contributions are provided in Annex 1.

4.2.1 Result area 1: Strengthening inclusive governance and democracy

The programme strengthened civic participation and accountability by supporting public forums, community hubs, radio programmes, theatre, scorecards, petitions, digital campaigns, hotlines, and grassroots justice structures. These enabled rights holders to understand governance processes, raise concerns, follow up public commitments, and demand better services. Siasa Place demonstrated strong results in Kakamega County through youth-led accountability groups, the "wall of fame" and "wall of shame" approach, and digital mobilisation. Out of 27 identified service delivery issues, 10 were resolved, and government action had begun on 11 others.

Key achievements included the reopening of Mapura Dispensary after more than ten years, improvements at Khungoyokosi Muslim Primary School, and rehabilitation of the Sajeli-Eshisenye-Omutai road. Wajir Community Radio improved access to civic information by broadcasting in Somali and Borana. This allowed pastoralists, minority groups, and persons with disabilities to engage with governance and justice issues in familiar languages. Its advocacy contributed to improved school facilities, the construction of two classrooms, the repair of Buna Bridge, and support for a minority rights bill in Wajir County.

KWACHA Africa used community scorecards, youth clinics, and public participation forums to strengthen accountability in Kilifi. Its work contributed to youth engagement in county policy processes, dispensary management improvements, and the formation of the Marafa Social Audit Team. Sitarusha Mawe Tena strengthened access to justice in Kisumu through a toll-free hotline, Haki Committees, a situation room, and support to grassroots human rights defenders. Tribeless Youth Movement, BUNI Media, Githurai Social Justice CBO,

Mukuru Youth Initiative, Creative Spills, and African Uncensored expanded civic engagement through community hubs, activism, digital content, investigative journalism, and youth-led public dialogue. African Uncensored's "Kenyans Should Know" challenge reached over 1 million users, most of them aged 18 to 34.

The main gap under this result area is that participation increased faster than the quality of government response. Only 54.7% of rights holders rated engagement quality as good or very good, showing the need for stronger feedback loops, follow-up systems, and formal duty-bearer commitments.

4.2.2 Result area 2: Enhancing community empowerment, resilience, and adaptation

The programme strengthened climate resilience by linking rights-based training, dialogue, climate committees, livelihood support, indigenous knowledge, and county-level advocacy. Communities increasingly treated climate adaptation as a governance and accountability issue rather than only an environmental concern.

Action Network for the Disabled supported persons with disabilities, women, and youth in Nyando Sub-County to engage in inclusive climate action. More than 35 persons with disabilities adopted climate-resilient farming practices, including cassava, sorghum, and millet. Participants also gained skills in entrepreneurship and financial management.



HODI's Mala-Marii Project in Marsabit reached over 4,800 direct and indirect beneficiaries through community-managed disaster risk reduction, table banking, goat rearing, agroforestry, and a 30-member climate and development committee. The model linked resilience, peacebuilding, women's economic empowerment, and local governance.

TWAVEZA promoted indigenous food systems, climate information, and community climate committees. Farmers adopted crops such as cassava, sweet potatoes, and amaranth, improving food security and reducing reliance on maize. CWID supported kitchen gardens across five sub-counties in Mombasa and trained 38 participants in briquette production, linking waste management, clean energy, and livelihoods.

RONA Foundation placed widows at the centre of climate action and natural resource governance. More than 2,000 widows, youth, and faith leaders were supported in cassava farming, tree planting, and reforestation. Haki Africa strengthened climate governance committees, urban farming, clean-ups, public interest advocacy, and county budget engagement in Mombasa, Lamu, and Taita Taveta.

The main gap remains household economic resilience. Climate preparedness improved, but income security remained weaker. This confirms the need to integrate civic engagement with savings groups, financial inclusion, market linkages, green enterprises, and climate-smart livelihoods.

4.2.3 Result area 3: Contributing to gender equality

Gender equality was one of the strongest result areas. The programme combined leadership training, mentorship, civic education, GBV response, SRHR advocacy, community dialogue, and inclusion in decision-making structures. The result was increased women's leadership, stronger GBV response, improved SRHR access, and greater participation by women and young women in formal and informal governance spaces.

Isiolo Gender Watch strengthened women's participation in budgeting, anti-FGM advocacy, social protection, disability inclusion, child protection, and councils of elders. It also contributed to improved access to justice through advocacy that supported the establishment of the Isiolo High Court and a dedicated Children's Division. Its Wajibika groups created survivor-centred spaces and supported peer healing among GBV survivors.

CREAW strengthened adolescent SRHR in Narok and Nairobi through safe spaces, Social Analysis and Action dialogues, community scorecards, petitions, and service provider training. It trained 66 health-care workers in adolescent and youth-friendly services and 71 Community Health Promoters on GBV response.

The "Gutuka" SRHR board game helped adolescents learn about bodily autonomy and decision-making safely and interactively. Badili Africa strengthened young women's leadership through Chama women organising, political "spas," mentorship, and grassroots accountability. A key milestone was the election of Machakos University's first female student president, followed by the establishment of a child-friendly facility for student mothers. In Kangemi, trained women used social accountability tools to engage leaders on the Kangemi Bridge, market services, and health facility issues.

Akili Dada empowered young women in Kilifi and Kwale through the Hamasisha Dada project. Young women established initiatives, secured funding, joined the Kwale County Gender Sector Working Group, became County Youth Officers, and participated in the #EndFemicideKE campaign. IREMO strengthened women's climate-smart agriculture, food security, and participation in ward development and climate planning committees.

The remaining challenge is to move women's participation from community and project platforms into formal county systems, budgets, party structures, and senior political spaces.

4.2.4 Result area 4: Networking, linkages, and movement building

The programme shifted partners from isolated implementation to coordinated civic action. It connected CSOs with government institutions, funders, technical actors, private sector players, creative platforms, grassroots groups, and peer organisations. By endline, 100% of partner CSOs reported stronger partnerships and participation in joint action.

The CEO's Forum brought together over 50 partners, while Jumuika Sikika Mtaani forums in Siaya and Wajir reached over 390 rights holders and duty bearers. Other convenings included International Women's Day with 272 participants, World Environment Day activities across Kajiado, Isiolo, and Wajir, and the Annual Democracy and Rights Festival with over 500 participants.

Talanta Africa expanded inclusive advocacy networks for queer persons, persons with disabilities, artists, and civic actors, contributing to movements such as Sister Darling Movement, Parmojani Arts, and Women's Alliance for Justice.

Siasa Place strengthened exchange visits and joint capacity building among grassroots CBOs. Manyatta Africa connected government, private sector, religious leaders, youth, women, persons with disabilities, and development actors around PCVE, resilience, and livelihood opportunities.

RONA Foundation and HODI showed how technical partnerships with forestry, veterinary, and county departments can strengthen sustainability. Akili Dada and KWACHA Africa used policy platforms and donor engagement spaces to increase visibility and amplify women's and youth voices.

The key gap is that intersectionality remains uneven. Future movement building should more deliberately include persons with disabilities, young women, queer communities, remote groups, and smaller grassroots organisations.



4.2.5 Result area 5: Capacity development

The programme significantly strengthened partner capacity through training, mentorship, sub-granting, strategic planning, policy development, financial management, MEL, safeguarding, communications, digital security, climate governance, and resource mobilisation. By endline, 94.4% of partners reported improved programme management and MEL capacity, while 100% reported stronger use of evidence-based advocacy.

Several partners translated capacity support into stronger institutional performance. RONA Foundation, African Uncensored, ANDY, Wajir Community Radio, Isiolo Gender Watch, and youth-led groups supported by Siasa Place and Manyatta Africa used improved systems, visibility, and credibility to mobilise additional funding or expand their work. This shows that capacity development worked best when training was combined with mentorship, networking, and practical application.

The main gap is that standardised training did not fully match the different maturity levels of partners. Smaller and nascent organisations still require deeper accompaniment in governance, compliance, finance, safeguarding, reporting, documentation, adaptive management, and sustainability planning.

Strategic Solidarity Support

Through its Strategic Solidarity Fund, ForumCiv strengthened its role as an advocate, capacity developer, and development actor by providing rapid, flexible support to urgent human rights and democracy needs, thereby enhancing civil society's ability to respond to crises, sustain collective advocacy, and protect civic space.

The Fund strengthened organisational resilience in volatile contexts, enabling partners such as Wajir Community Radio to restore operations after a fire incident, Talanta Africa to establish emergency shelter support for LGBTQ+ persons, and the #EndFemicide campaign to expand national advocacy and policy responsiveness on gender-based violence. Overall, the Fund demonstrated the value of rapid, responsive financing in sustaining essential services, strengthening cross-movement solidarity, and translating civic action into tangible institutional and policy outcomes for democracy, accountability, and human rights protection.

Overall Finding

WWJS Programme III made a credible and substantial contribution to civic agency, inclusive governance, gender equality, climate resilience, movement building, and CSO capacity. The strongest results were achieved where rights awareness was linked to organised collective action, trusted local partners, creative mobilisation, evidence-based advocacy, and constructive duty-bearer engagement. The main unfinished agenda is institutionalisation. The next phase should move successful models from project-supported platforms into county systems, budgets, policies, feedback mechanisms, and long-term civic structures.

4.3 Activism as an Innovative Pathway for Civic Engagement and Social Change

Activism emerged as a powerful and innovative approach within the WWJS programme, translating civic education, rights awareness, and social justice messaging into accessible creative forms such as theatre, poetry, music, digital storytelling, and visual arts, thereby strengthening civic voice, leadership, and inclusion among youth, women, and marginalised groups.

The Activism Fellowship 2024 further demonstrated this impact by equipping 20 emerging artists with mentorship, skills, and networks to advocate on issues including GBV, governance, climate justice, and social inclusion, resulting in 20 capstone projects that expanded civic participation, strengthened digital advocacy, and built transferable skills in leadership and storytelling, despite challenges such as limited funding and shrinking civic space.

Across partners, activism was applied contextually to deepen civic engagement and accountability: organisations such as Creative Spills, Githurai Social Justice CBO, Badili Africa, Tribeless Youth Movement, Mukuru Youth Initiative, BUNI Media, and RONA Foundation used diverse creative modalities to enhance governance awareness, youth leadership, and social mobilisation, leading to tangible outcomes such as increased visibility of women leaders, strengthened civic participation, expanded digital engagement, and the growth of a widows' movement from 3,000 to 50,000 members. Overall, activism proved to be a scalable and inclusive model for civic engagement, with strong potential for integration into governance, education, and youth empowerment systems.



4.4 Distinctions Between Groups

A major endline contribution of the evidence base is that it allowed for a clearer distinction between groups. The programme did not affect all constituencies in the same way. Differences are visible in the depth of change, consistency of inclusion, the type of benefits realized, and the likelihood that gains will continue. Table 1 presents key distinctions emerging from triangulated evidence.

Table 1. Distinctions emerging from the triangulated evidence.

Group	Where change was strongest	Main gaps or limits	Sustainability outlook
Women and young women	Leadership entry, public participation, technical roles, GBV protection, justice pathways, and visible civic or political participation.	Economic barriers still constrain depth of participation. Institutionalisation within county systems remains incomplete.	Relatively strong where women have already entered recognised roles and where gender-responsive planning gains can be locked in.
Youth	Reach, confidence, visibility, digital engagement, sports and arts-based mobilisation, and direct engagement with duty bearers.	Too much youth engagement still depends on special forums rather than permanent formal representation.	Moderately strong where youth platforms, skills, and civic habits are durable.
Men and male allies	Most visible as mixed-forum participants, allies in gender work, or duty bearers.	Evidence of distinct outcomes for men as a target group is comparatively weak; male champion structures were very few at baseline.	Needs more deliberate design if positive masculinity and male accountability are intended results.
Persons with disabilities	Meaningful gains where accessible approaches were deliberately introduced, including disaster preparedness and recognition in participation spaces.	Accessibility, transport, adapted communication, and facilitation were inconsistent across partners and counties.	Weaker unless accessibility standards are budgeted and embedded institutionally.

Group	Where change was strongest	Main gaps or limits	Sustainability outlook
LGBTQ+ and other stigmatized groups	Safer voice and participation in selected partner-led spaces are relevant where partners used trusted, confidential approaches.	Support remains localized and partner-dependent, with safeguarding and programme-wide standards not yet consistent enough.	Fragile unless safe participation and confidential pathways are standardised.
Rural, remote, widows, and low-income groups	Benefits visible where partners used grounded local strategies and organised platforms, including widows' movements and local accountability gains.	Remoteness, poverty, transport, and weak institutional uptake reduced depth of change.	Mixed. Stronger where groups are already organised, weaker where support remains episodic.
Partner CSOs	Networking, solidarity, evidence-based advocacy, programme management, and M&E capacity improved strongly.	Smaller grassroots, women-led, youth-led, and PWD-led organisations still need closer accompaniment and simplified systems support.	Generally strong, but financial diversification and differentiated support remain critical.
Duty bearers and county actors	More regular engagement spaces and better follow-up on community priorities.	Quality of engagement is still moderate, and many practices remain programme-driven rather than institutionally adopted.	Emerging, but contingent on formal adoption within county systems and budgets.

4.5 Comparative Geographic and Partner-Level Analysis

Programme performance varied across counties and partners, shaped by civic space, government responsiveness, partner maturity, infrastructure, communication access, climate exposure, and socio-economic vulnerability. Overall, results were strongest where partners had long-standing community legitimacy, established local networks, and regular engagement with county governance structures.

Geographic Variation

Urban and peri-urban counties such as Nairobi, Mombasa, Kisumu, and Kakamega showed stronger results in digital mobilisation, youth engagement, creative advocacy, media campaigns, and public participation. These areas benefited from better connectivity, stronger

civil society presence, easier access to county institutions, and larger youth networks. Partners in these locations used social media, civic technology, petitions, public forums, activism, and digital storytelling more effectively to mobilise communities and influence duty bearers.

In contrast, remote, arid, and pastoralist counties such as Turkana, Marsabit, Wajir, and parts of Isiolo faced deeper barriers, including long distances, weak infrastructure, limited formal services, language barriers, lower literacy levels, climate vulnerability, and weaker access to government institutions. In these contexts, digital-first approaches were less effective when used alone. Vernacular radio, pastoralist dialogue forums, indigenous knowledge systems, clan and religious structures, and trusted grassroots networks proved more appropriate.

Wajir Community Radio provides a strong example of contextual adaptation. By broadcasting in Somali and Borana, it expanded access to civic information among pastoralist communities, minority groups, and persons with disabilities who are often excluded from mainstream media and formal governance spaces. This shows the importance of matching communication channels to local realities rather than applying one uniform model across all counties. Table 2 below presents comparative geographic patterns.

Table 2. Comparative Geographic Patterns

Context	Strongest results	Key constraints	Most effective approaches
Urban and peri-urban counties such as Nairobi, Mombasa, Kisumu, and Kakamega	Youth mobilisation, digital advocacy, media engagement, public participation, service delivery follow-up	Political tension, civic space risks, competing urban priorities, uneven government follow-up	Social media, petitions, activism, civic technology, scorecards, public forums, investigative media
Remote and pastoralist counties such as Wajir, Marsabit, Turkana, and parts of Isiolo	Local dialogue, resilience, climate adaptation, community-level inclusion, radio-based civic education	Distance, low literacy, weak infrastructure, language barriers, climate shocks, limited government presence	Vernacular radio, clan and religious structures, pastoralist forums, indigenous knowledge, trusted local networks
Climate-vulnerable counties such as Marsabit, Isiolo, Lamu, Taita Taveta, Mombasa, and Siaya	Climate governance, adaptation, livelihoods, natural resource management	Delayed policy implementation, weak county uptake, funding gaps, household income insecurity	Climate committees, kitchen gardens, indigenous foods, tree planting, waste management, climate-smart enterprises
Counties with stronger county engagement	Policy influence, duty-bearer response, budget engagement, institutional follow-up	Risk of gains remaining dependent on individual champions	Technical working groups, CIDP linkages, ward committees, county forums, joint monitoring
Counties with weaker institutional uptake	Community awareness and mobilisation, but weaker sustainability	Limited follow-up, weak budget allocation, political shifts, poor feedback systems	Continued CSO facilitation, community accountability groups, formalised feedback mechanisms

Partner-Level Variation

Partner performance also varied by organisational maturity, mandate, networks, and institutional systems.

More established organisations such as CREAM, Haki Africa, BUNI Media, and African Uncensored showed stronger capacity in policy engagement, digital mobilisation, documentation, compliance, technical delivery, and work at scale. Their existing visibility and systems enabled them to engage county and national actors more effectively, generate wider reach, and leverage additional funding.

Grassroots and emerging organisations often achieved stronger community trust, local legitimacy, and direct mobilisation. Their proximity to communities enabled them to respond quickly to local concerns, sustain informal accountability relationships, and reach groups that larger organisations may not easily access. However, many required closer accompaniment in financial management, compliance, MEL, safeguarding, documentation, resource mobilisation, and sustainability planning.

This confirms that both partner types are essential. Established partners are better positioned for scale, policy influence, and technical leadership, while grassroots partners are critical for trust, reach, and sustained local action. Table 3 below presents comparative partner patterns.

Table 3 Comparative Partner Patterns

Partner type	Main strengths	Main gaps	Support needed
Established national or technical partners	Policy influence, technical systems, digital reach, donor credibility, documentation, scale	Risk of weaker proximity to remote communities	Flexible funding, policy engagement support, learning platforms, support for scale and institutionalisation
Grassroots and emerging CSOs	Community trust, local legitimacy, mobilisation, contextual knowledge, sustained informal networks	Weaker compliance, finance, MEL, documentation, resource mobilisation, and risk systems	Simplified compliance, close accompaniment, practical MEL support, governance strengthening, safeguarding support
Media, digital, and creative partners	Youth reach, public visibility, civic education, storytelling, rapid mobilisation	Digital exclusion for older, rural, low-literacy, and remote groups	Hybrid communication strategies, offline engagement, audience segmentation, safety support
Climate and resilience partners	Strong local adaptation, livelihoods, indigenous knowledge, environmental governance	Sustainability affected by funding gaps, climate shocks, and weak county uptake	Climate finance linkages, market access, county budget engagement, technical partnerships

Partner type	Main strengths	Main gaps	Support needed
Rights, gender, and inclusion partners	Strong work on GBV, SRHR, queer inclusion, women's leadership, justice pathways	Safeguarding risks, backlash, underfunded protection systems	Protection protocols, legal aid linkages, psychosocial support, safe documentation, county institutionalisation

4.6 Partnership Model Analysis

The ForumCiv partnership model was generally effective. It combined sub-granting, technical assistance, monitoring, institutional strengthening, peer learning, and adaptive budget revisions. The model added value beyond funding by treating partners as strategic collaborators with shared responsibility for planning, implementation, learning, and accountability. ForumCiv headquarters, ROSEA, and partners maintained clear workflows, open communication, technical backstopping, grant committee processes, compliance reviews, and joint learning. This strengthened partner systems and improved implementation quality. Several partners later mobilised additional funding, including CREAM through Mastercard Foundation support, BUNI Media, and African Uncensored, showing improved credibility and resource mobilisation capacity.

The decentralised sub-granting model also aligned strongly with localisation priorities by enabling small, women-led, youth-led, disability-led, and community-based organisations to participate in governance and accountability work. However, the model faced recurring first-quarter funding delays, with workplans submitted by 31 January and disbursements often occurring around 31 March. This created operational gaps and exposed smaller partners to financial risk.

Implications for Future Programming

Future programming should avoid a uniform delivery model. Strategies should be differentiated by county context, partner maturity, target group, and strength of local governance systems. In urban areas, the programme should deepen digital advocacy, civic technology, youth organising, and media-based accountability. In remote and pastoralist areas, it should prioritise vernacular communication, trusted local structures, physical outreach, indigenous knowledge, and locally led dialogue. For mature partners, support should focus on flexible funding, policy influence, scale, and institutionalisation. For grassroots partners, support should focus on simplified compliance, close accompaniment, practical MEL, safeguarding, financial systems, and resource mobilisation.

The funding model should retain localisation, flexibility, trust-based management, and partner strengthening, while becoming more predictable and risk-sensitive. Earlier approvals, rolling budgets, bridge financing, or pre-approved advances should be considered to reduce funding gaps and protect smaller partners.

4.7. Value for Money Findings

The evaluation assessed Value for Money using the 4Es framework: economy, efficiency, effectiveness, and equity. The analysis compared ForumCiv with the Diakonia DHR Programme using available financial, operational, and implementation data.

ForumCiv operated through 24 partners in 15 counties with a budget of SEK 56.7 million, while Diakonia worked with 12 partners in 18 counties with expenditure of SEK 160.6 million. Table 4. below compares ForumCiv and Diakonia across the four Value for Money dimensions: economy, efficiency, effectiveness, and equity. ForumCiv's model shows stronger grassroots reach, partner diversity, lower cost per county, and stronger equity-oriented delivery.

Diakonia shows stronger economies of scale and deeper investment per partner, which supports institutional consolidation and policy-level engagement. The comparison, therefore, does not suggest that one model is superior in all areas. Rather, it shows that ForumCiv provides strong catalytic and inclusive value, while future programming could strengthen this further through deeper investment in coordination, planning, monitoring, evaluation, and learning., and institutional systems.

Table 4. Comparison between ForumCiv and Diakonia across the four Value for Money dimensions

Area	ForumCiv finding	Comparative interpretation
Economy	ForumCiv had a 7.4% HQ overhead ratio.	Diakonia's lower overhead ratio of 5.2% reflects stronger economy of scale due to its larger programme envelope. ForumCiv's slightly higher ratio is reasonable given its decentralised grassroots model and higher number of partners.
Efficiency	ForumCiv had lower cost per county at SEK 3.78 million and higher partner density at 1.6 partners per county.	This shows that ForumCiv achieved broader territorial reach and stronger grassroots penetration with fewer resources per county, while Diakonia invested more deeply in fewer partners.
Effectiveness	ForumCiv showed strong proportional catalytic leverage through grassroots mobilisation, civic innovation, and local resource mobilisation.	ForumCiv was effective in generating local civic action and partner growth from relatively modest grants. Diakonia showed stronger institutional-depth effectiveness through larger partner investments.
Equity	ForumCiv reached more diverse local actors through a decentralised partner model.	ForumCiv's model provided stronger inclusion of grassroots, women-led, youth-led, and community-based actors, making its VfM particularly strong from an equity perspective.

Overall, ForumCiv demonstrated strong Value for Money, particularly in grassroots reach, catalytic efficiency, civic ecosystem expansion, and equity-focused governance strengthening. Diakonia performed more strongly on economies of scale and institutional depth. The strongest future model would retain ForumCiv's catalytic grassroots financing while increasing investment in PMEL, coordination, and systems strengthening.

4.8 Private Sector Engagement through a Market Systems Development (MSD) Lens

The programme's private sector engagement showed promising movement from conventional corporate social responsibility toward a more systems-oriented approach. Private actors were increasingly engaged as partners in governance, livelihoods, environmental sustainability, and local economic development, rather than only as funders. Several examples demonstrate this shift. Engagement with Brisk Dynamics, Miundo Msingi Hub, Kipeto, Strathmore University, tourism associations, dairy cooperatives, and KenGen helped strengthen links between communities, market actors, and public institutions. Advocacy on Public-Private Partnerships contributed to dialogue on mandatory community participation across PPP project cycles, influencing the rules and accountability norms around infrastructure and investment processes.

The People's Partnership Podcast helped address information gaps by increasing public awareness and dialogue on infrastructure, accountability, and citizen participation. This strengthened the flow of information between communities, investors, and governance actors.

In Narok, the Eco Crafts initiative linked waste management, tourism actors, women, and youth livelihoods within the Mara ecosystem. By connecting community enterprises to lodges and hotels, the intervention supported circular economy practices, local value addition, and livelihood opportunities tied to existing tourism markets.

The Public-Private Development Partnership model showed stronger market systems potential. By linking an established fodder enterprise with emerging community-level enterprises, the programme supported technical knowledge transfer, productivity, post-harvest loss reduction, and market access. This approach is more sustainable because incentives are anchored in commercial relationships rather than project support alone. Partnerships with the Nakuru County Dairy Platform and the Great Rift Valley Association of Tourism Operators also demonstrated the value of working through existing cooperatives, producer networks, tourism associations, and enterprises. These linkages improved local ownership and increased the likelihood that benefits would continue beyond programme closure. The KenGen partnership in Suswa and Raplands generated immediate livelihood benefits through free water access and construction of a cattle dip for over 500 residents. However, its long-term value will depend on whether local governance, maintenance, cost-sharing, or ownership mechanisms are put in place.

Overall, private sector engagement was strongest in livelihoods, climate resilience, environmental sustainability, and market linkage work. It was weaker in governance and accountability programming, where incentives for sustained private sector participation were less clear. Many partnerships remained early-stage and relationship-based, with limited evidence of wider replication, crowding-in, or autonomous market functioning.

Future programming should adopt a more deliberate Market Systems Development strategy. This should include mapping private sector actors, incentives, market constraints, supporting functions, governance rules, and sustainability pathways. Priority should be given to lead firms, cooperatives, producer organisations, financial service providers, digital platforms, county economic planning structures, and commercially viable models that can continue beyond project funding.

4.9 Cross cutting issues

Rights-Based Approach: The programme strengthened rights-holder agency by enabling women, youth, persons with disabilities, and marginalised groups to identify priorities, engage duty-bearers, and demand improved services through petitions, dialogue forums, public participation, and budget tracking. ForumCiv operationalised a rights-based approach by positioning rights holders at the centre of problem identification, advocacy, and engagement processes. At the implementation level, partners supported structured civic action and accountability. For example, Siasa Place in Kakamega facilitated youth-led identification of service delivery gaps, resulting in petitions and engagement with county officials on stalled projects, health services, and infrastructure, with partial resolution or official response to most issues raised. Similarly, Women Pillar Alliance supported community tracking of county budgets, contributing to concrete outcomes such as improved health services, allocation of funds for local facilities, and increased participation of women in public forums and leadership spaces.

Gender Equality: The programme contributed to increased confidence, leadership, and public voice among women and girls, strengthening participation in governance, advocacy against GBV, and engagement in social and economic initiatives. Gender equality was both a standalone outcome and a cross-cutting approach across governance, livelihoods, and service delivery. Akili Dada strengthened leadership and agency among young women through mentorship, psychosocial support, and social action, resulting in increased participation in advocacy on SRHR and GBV, as well as transitions into education, employment, and community leadership. In Machakos University, Badili Africa supported a shift in student leadership, including the election of the first female student president. In informal settlements, women-led advocacy contributed to improvements in safety, infrastructure, and service delivery, including progress on the Kangemi bridge and market infrastructure. CREAM strengthened adolescent-responsive and survivor-centred services, linking SRHR awareness with institutional change, including support for school re-entry policy implementation and improved access to health and legal services for adolescents.

Climate Justice: The programme supported communities to frame climate change as both a governance and livelihood issue, linking adaptation, resilience, and accountability. In Marsabit, HODI's disaster risk reduction approach combined participatory planning with livelihood support such as drought-resilient livestock and tree planting, strengthening community-led adaptation in drought- and conflict-prone contexts. Along the coast, community groups engaged in smart farming, tree planting, environmental awareness, and income-generating activities linked to climate resilience. Media and creative partners played a key role in simplifying climate discourse and strengthening accountability. BUNI Media used storytelling and visual formats to raise awareness on environmental governance, while African Uncensored investigated carbon credit schemes and land rights concerns, amplifying community perspectives on climate justice.

Conflict Sensitivity: Conflict sensitivity was integrated through dialogue-based approaches, risk awareness, and adaptation to volatile contexts. Partners prioritised petitions, public forums, and structured engagement over confrontational advocacy, particularly in politically sensitive settings. In Kakamega, Siasa Place facilitated structured dialogue between youth and duty-bearers, enabling issue resolution through formal follow-up processes. However, civic engagement also exposed activists and community actors to risks, including threats and intimidation, requiring psychosocial support and safety training. In Marsabit and

border regions, programming integrated peacebuilding with resilience work to avoid exacerbating resource-based conflicts. In Turkana, activities were adapted or postponed during heightened insecurity, demonstrating flexible risk management.

Do-no-harm: Throughout the program, do-no-harm approaches were actively implemented to protect Human Rights Defenders (HRDs), GBV survivors, and queer groups. For HRDs, measures included securing premises with CCTV, providing personal security awareness training, and postponing or relocating events during periods of heightened government scrutiny. Sensitive activities were not publicized to avoid state backlash, and solidarity networks offered legal and psychosocial support in cases of harassment or disappearance. GBV survivors benefitted from safe reporting and referral pathways, survivor-friendly health services, and confidential community forums, with partners coordinating to prevent re-traumatization through repeated interviews. Queer groups, particularly queer women, were included confidentially in programming, with their participation intentionally not disclosed in religiously conservative areas to protect their safety. Across all groups, conflict sensitivity, safe and accessible venues, transparent resource sharing, and capacity building on rights and safety were prioritized to minimize risks and ensure equitable participation. These strategies collectively fostered a safer environment and reduced potential harm for vulnerable participants.

Right(s) Way Forward Tools: The Right(s) Way Forward tools strengthened structured civic action by helping communities identify issues, map responsibilities, and develop advocacy strategies. In Kakamega, they supported prioritisation of local issues and systematic follow-up with duty-bearers, enhancing ownership and continuity of civic action. While effective in organising engagement, access barriers persisted for remote, elderly, and disabled populations due to transport, accessibility, and literacy constraints.

Learning Management Cycle: ForumCiv's learning approach combined training, peer learning, mentorship, and adaptive implementation. Partners reported strengthened capacities through convenings, technical support, and platforms such as Changers Hub, improving organisational systems and implementation quality. At the community level, learning was practical and iterative, with groups adopting skills in smart farming, savings, and environmental management, and adjusting practices based on reflection and experience. Creative and digital methods, including puppet theatre, videos, and participatory discussions, enhanced accessibility and engagement, particularly among low-literacy groups. Partners also emphasised the value of peer learning and communities of practice as key enablers of innovation and improved collaboration across the programme.



4.10. Who benefitted most, least and why

Analysis of the program documents reveals that youth and women were the groups who benefitted most from the interventions. Youth were frequently targeted for leadership development, civic participation, and skills training, with many able to engage actively through social media, community forums, and creative arts initiatives. Women, particularly young women, experienced significant gains in leadership, gender-based violence (GBV) response, economic empowerment, and policy engagement, as programs intentionally prioritized their inclusion and agency.

In contrast, people with disabilities (PWDs) benefitted least overall, despite some positive steps such as the introduction of sign language interpreters and accessible venues. Persistent barriers—including limited outreach, inaccessible locations, and insufficient tailored support—meant that PWDs often struggled to fully participate or benefit from program activities. Other marginalized groups, such as LGBTQ individuals, immigrants, residents in remote areas, and the elderly, also faced challenges due to security concerns, language barriers, stigma, and logistical difficulties, resulting in lower levels of benefit.

Men were sometimes less involved, particularly in women- and youth-focused interventions, often missing out due to work commitments or not being targeted for empowerment activities. These disparities were largely shaped by program design choices, accessibility issues, cultural norms, and resource allocation.

4.11 Unintended Outcomes

Positive unintended outcomes

The programme generated several positive unintended outcomes, particularly in livelihood diversification, leadership emergence, policy influence, and expanded civic reach. Livelihood interventions evolved beyond their initial scope, with youth and women groups expanding into new income-generating and environmental enterprises, while also becoming platforms for civic engagement and advocacy. Community ownership also strengthened, as beneficiaries—particularly widows supported by RONA Foundation—transitioned into local leaders sustaining and expanding activities independently. In addition, activism and creative programmes contributed to the emergence of new youth leaders and advocates who extended their influence beyond the project, while some advocacy efforts achieved unexpected policy gains such as sign language inclusion in county meetings and strengthened minority rights recognition. Digital and media initiatives further amplified impact beyond expectations, reaching wide audiences and sustaining public discourse on governance and rights.

Negative unintended outcomes

Despite positive gains, the programme also experienced unintended challenges related to stigma, capacity strain, service demand, and sustainability risks. Some activism and advocacy interventions attracted backlash, with activists and artists occasionally stigmatised as disruptive, particularly where work amplified marginalised voices, requiring additional safeguarding and community sensitisation. Rapid expansion of community groups also strained organisational capacity, stretching staffing, funding, and logistical systems. In several cases, heightened community awareness led to increased demand for justice, health, and advocacy services beyond available resources, creating operational pressure. Additionally, some organisations remained dependent on external donor funding, raising concerns about long-term sustainability where diversified financing mechanisms were limited.

4.12 Implications of Protests and Political Unrest on Programme Implementation

During periods of political unrest, including the Gen Z protests and Finance Bill demonstrations, ForumCiv and its partners operated in an increasingly restrictive environment marked by heightened state surveillance, suspicion of civil society, and occasional targeting of actors perceived to support civic mobilisation.

Some organisations reported intimidation, including surveillance and security threats, leading to the adoption of confidential meetings and protective measures for staff safety.

The operating environment also caused significant disruptions, with events postponed or relocated and partners becoming more cautious in their advocacy and public communications to avoid risk.

In addition, young people and activists were often profiled as violent actors, which reduced safe participation in civic and governance spaces and constrained open civic engagement.

Programme Adaptations

ForumCiv and its partners applied strong conflict sensitivity and do-no-harm approaches to ensure safe, context-responsive implementation, including use of secure neutral venues, prior engagement with authorities where necessary, and staff training on hostile environment awareness and risk management.

Programming increasingly shifted toward digital and remote engagement, with partners using online platforms for mobilisation and advocacy, particularly during periods of unrest, which reduced reliance on physical gatherings and enhanced responsiveness.

Adaptive management was strengthened through flexible budgeting, activity adjustments, and co-design with partners to respond to emerging risks and contextual changes. Security and privacy measures were reinforced through both physical protections (e.g., CCTV, secure premises) and digital safeguards such as encrypted communication tools.

In addition, collaborative coordination mechanisms, including situation rooms and roundtables, improved information sharing, crisis response, and de-escalation, ensuring more coordinated and conflict-sensitive civic engagement.





5.0 CASE RESULT NARRATIVES

The case narratives (Annex 1) provide illustrative examples of these results and key implementation lessons. Only a selected sample of cases was drawn from across partners and thematic areas to present a cross-section of experiences. The summary below provides a cross-section of these narratives.

Inclusive Governance and Democracy: The Wajir Radio demonstrates how community media can strengthen civic voice and accountability. In Biyacad village, a pastoralist woman, Mama Bishara, transitioned from passive media engagement to active civic participation through Somali-language radio programming, ultimately petitioning her Member of the National Assembly and contributing to the construction of school classrooms. This reflects a shift from exclusion to active citizenship enabled by access to information.

In Buna town, community radio and social media amplified citizen voices following flooding that destroyed a key bridge. Public testimonies prompted rapid government response and reconstruction, restoring access to essential services. Together, these cases show how community media can translate civic awareness into accountability and tangible governance outcomes.

Africa Uncensored's CVR Verification Tool further demonstrates how civic technology can strengthen democratic participation by improving access to voter registration information. With over 5,900 users, the tool reduced information barriers and supported more informed and active civic engagement, particularly among youth.

Community Empowerment, Resilience and Adaptation: In Marsabit, the Mala-Marii Project (HODI) integrated climate adaptation, livelihoods, and peacebuilding, reaching over 4,800 people in drought-prone areas. Goat restocking, climate-smart interventions, and inclusive climate committees strengthened food security, resilience, and local planning capacity. In Siaya, the Voice to Action Programme (Rona Foundation) strengthened women and youth leadership in climate governance. Beneficiaries adopted climate-smart agriculture and environmental restoration practices, while emerging leaders, such as a female youth representative in a ward climate committee, demonstrate strengthened participation in decision-making.

In Mombasa, youth in Vijiweni (Manyatta Africa) transformed water scarcity and unemployment challenges into livelihood opportunities through rainwater harvesting, irrigation, and agribusiness, improving food security and income generation while strengthening youth agency.

Gender Equality: The Imarisha Afya Dumisha Haki project (CREAW) strengthened adolescent girls' agency in contexts affected by GBV and harmful practices. Through safe spaces, mentorship, and SRHR education, participants transitioned from vulnerability to leadership, including peer advocacy on GBV and rights awareness, reflecting both individual and community-level change.

Under the Gender Watch Programme, survivor-centred psychosocial support enabled GBV survivors to rebuild confidence, access peer networks, and re-engage in community life. These processes strengthened both recovery and community-based protection systems.

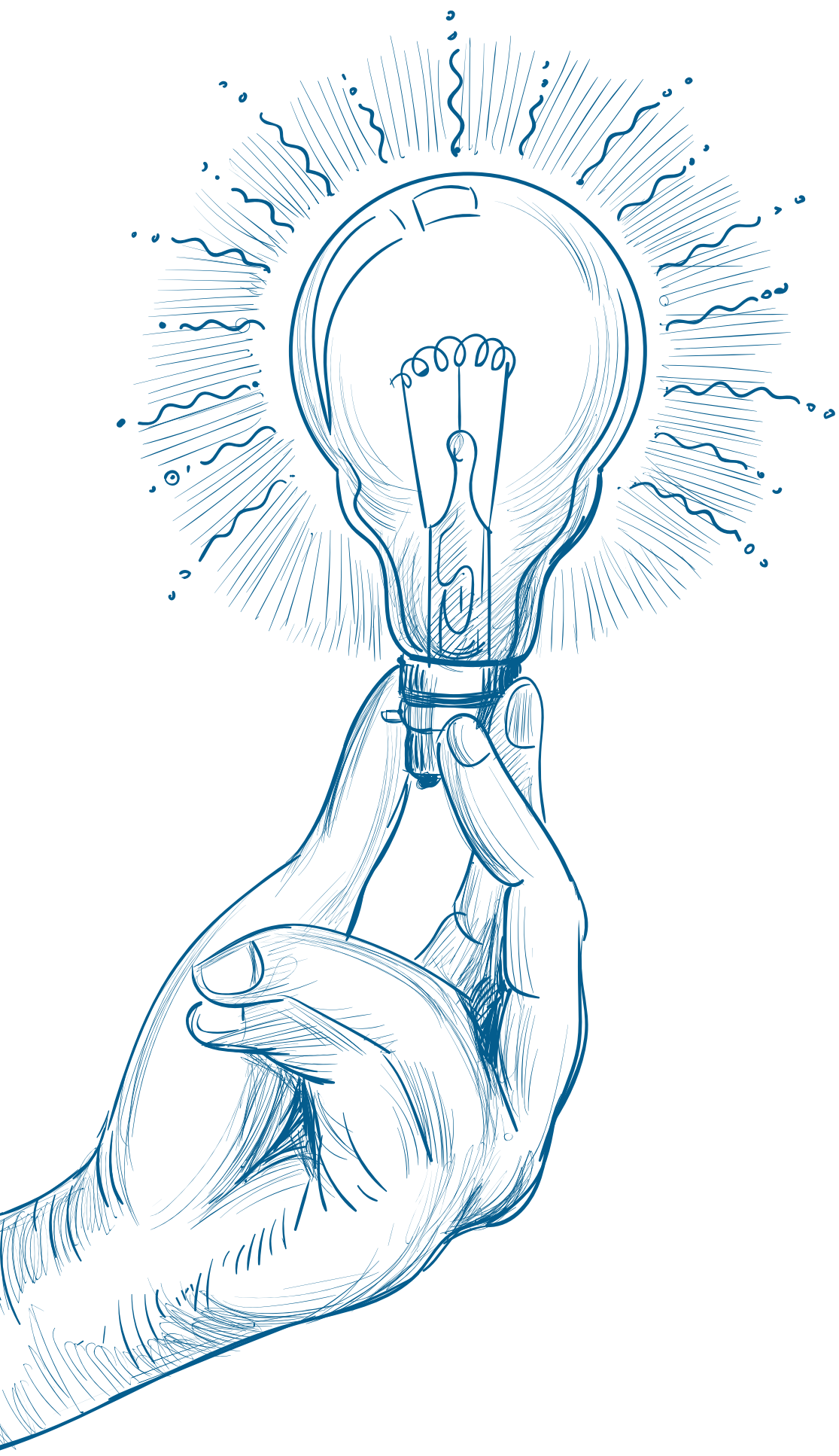
Networking, Linkages and Movement Building & Capacity Strengthening: In Kakamega, the Siasa Place partner Limitless Talk demonstrates how informal youth dialogues evolved into structured Community-Based Organisations (CBOs) through capacity strengthening, mentorship, formalisation, and advocacy training. Participants developed evidence-based petitions and engaged duty-bearers more effectively, resulting in tangible outcomes such as the reopening of a health facility, improved school infrastructure, and road rehabilitation.





6.0 KEY LEARNINGS AND PROGRAMMING INSIGHTS

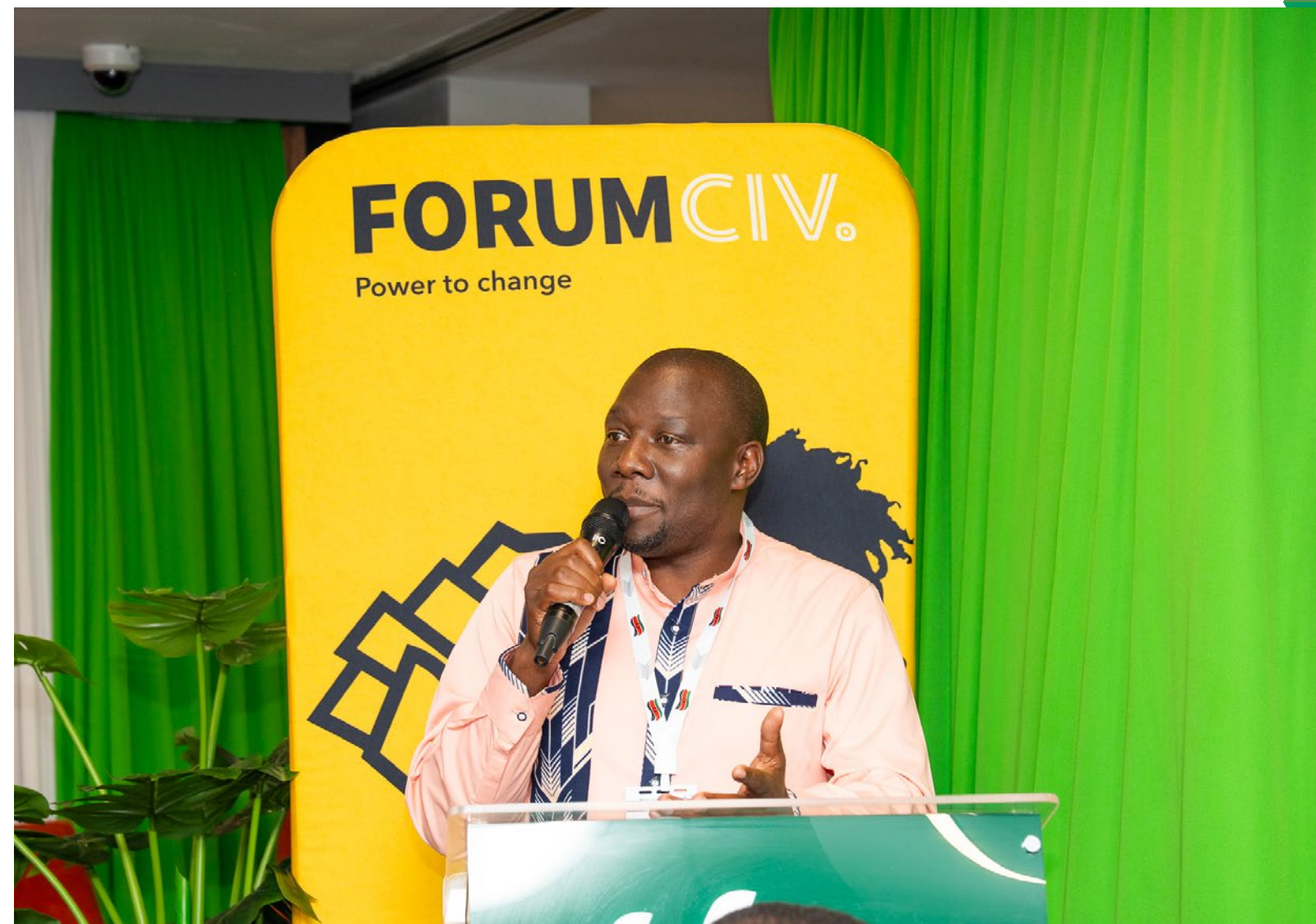
1. **Catalytic, locally led investment strengthens institutional sustainability:** Early-stage support to grassroots CSOs, combined with governance, safeguarding, and financial systems strengthening, enables organisations to grow into credible and sustainable actors capable of mobilising additional resources and driving local change.
2. **Long-term, adaptive programming is essential for systems change:** Transformative shifts in governance norms, accountability systems, and social behaviour require sustained engagement (5–10 years) and flexible approaches that respond to evolving political and contextual dynamics.
3. **Economic resilience is a foundation for meaningful civic participation:** Livelihood security and financial inclusion are critical enablers of sustained engagement, particularly for women and youth, whose participation is often constrained by economic vulnerability.
4. **Rights awareness strengthens accountability and civic agency:** Increased understanding of rights enhances citizen confidence, participation, and collective demand for accountability, reinforcing improvements in public service responsiveness.
5. **Inclusive and effective participation requires intentional design and resourcing:** Meaningful engagement of women, youth, and marginalised groups depends on targeted outreach, safe spaces, adequate resourcing, leadership development, and sustained mentorship.
6. **Innovation, partnerships, and integrated systems drive sustainability and scale:** Digital tools, creative approaches (including activism), and multi-stakeholder collaboration expand reach and influence, particularly among youth. Sustainability is strengthened through institutionalisation within government systems, strong fiduciary oversight, continuous capacity development, and protection of civic actors in high-risk environments.



7.0 CONCLUSIONS

In conclusion, WWJS demonstrates the continued relevance of locally anchored civic engagement programming in increasingly complex governance and socio-economic contexts. The programme's strongest contribution lies not only in the outputs achieved, but also in its broader role in strengthening civic agency, local institutional ecosystems, social accountability practices, and community resilience.

The evaluation also shows that sustainable governance transformation requires more than short-term participation platforms. It depends on longer-term institutional anchoring, stronger links between civic engagement and economic resilience, and deeper alignment between community-led accountability mechanisms and formal state systems. Future programming should therefore move beyond isolated participation activities toward more integrated, adaptive, and systems-oriented approaches that can sustain inclusive governance outcomes amid changing political, economic, and social realities.



8.0 RECOMMENDATIONS



Priority Area	Recommended Action	Timeframe	Feasibility & Resource Implications	Key Risks & Mitigation
Institutionalise inclusive governance and accountability mechanisms	Embed successful WWJS approaches—such as accountability forums, community scorecards, inclusive participation standards, and accessibility measures—into county policies, administrative procedures, CDPs, sector plans, and budget frameworks. Institutionalise structured co-creation between citizens and duty-bearers within planning and budgeting systems.	Short to medium term, with long-term follow-through	Feasibility: Medium to high where county relationships exist. Resources: Technical assistance, policy dialogue, stakeholder mapping, MoUs, and budget advocacy.	Risk: Political turnover and weak follow-through. Mitigation: Formalise MoUs, identify county champions, align with CIDP cycles, and track commitments through joint review forums.
Strengthen duty-bearer responsiveness and feedback systems	Establish structured follow-up mechanisms after forums, barazas, petitions, and dialogues, including action trackers, feedback loops, right-to-information support, escalation pathways, and routine public reporting.	Short term	Feasibility: High; can be embedded in existing programming. Resources: Tracking tools, facilitation, staff time, and partner coaching.	Risk: Participation remains consultative without action. Mitigation: Define clear commitments, timelines, responsible offices, and public feedback mechanisms.
Mainstream equity, inclusion, safeguarding, and protection systems	Ensure fully costed inclusion strategies across all interventions, including accessibility services, transport support, adapted materials, psychosocial support, legal aid, and referral pathways for marginalised groups (including PWDs) and human rights defenders.	Short term and ongoing	Feasibility: Medium; requires deliberate budgeting and enforcement. Resources: Inclusion budgets, safeguarding expertise, referral systems, accessibility support.	Risk: Inclusion remains rhetorical rather than operational. Mitigation: Make inclusion a mandatory budget line with indicators embedded in MEL systems.

Priority Area	Recommended Action	Timeframe	Feasibility & Resource Implications	Key Risks & Mitigation
Strengthen locally led and differentiated CSO and capacity development	Shift from one-off training to continuous, tailored mentorship models. Prioritise grassroots, youth-led, and women-led organisations with support in governance, financial oversight, adaptive management, MEL, and fundraising.	Short to medium term	Feasibility: High if partner segmentation is done. Resources: Capacity assessments, mentorship budgets, peer learning funds, technical advisors.	Risk: Uniform capacity building fails to address diverse needs. Mitigation: Segment CSOs by capacity, risk, geography, and growth potential, and tailor support accordingly.
Deepen localisation, ownership, and grassroots reach	Strengthen “mashinani” approaches through door-to-door mobilisation, vernacular communication, community hubs, transport-sensitive outreach, and inclusion of remote and marginalised populations. Embed clear transition and exit strategies from programme inception.	Short to medium term (transition planning long term)	Feasibility: Medium; operationally feasible but cost-intensive. Resources: Outreach funding, local facilitators, vernacular materials, transport support, transition planning tools.	Risk: Exclusion of hard-to-reach groups and weak post-programme continuity. Mitigation: Treat outreach and transition as core programme components, not add-ons.
Integrate civic engagement with economic resilience programming	Systematically link governance with livelihoods by integrating financial literacy, VSLAs, climate-smart livelihoods, and market systems development, particularly for youth and women.	Medium term	Feasibility: Medium; requires cross-sector design. Resources: Livelihoods expertise, seed funding, private sector partnerships, market systems support.	Risk: Economic focus dilutes governance outcomes. Mitigation: Explicitly link livelihoods to participation, accountability, and empowerment outcomes.

Priority Area	Recommended Action	Timeframe	Feasibility & Resource Implications	Key Risks & Mitigation
Integrate climate resilience into governance systems	Embed climate resilience into county governance by linking community priorities to climate planning, DRR, water governance, indigenous knowledge systems, and locally led adaptation, including contingency financing mechanisms.	Medium term	Feasibility: Medium; strongest in climate-prone counties. Resources: Climate governance expertise, CMDRR tools, planning facilitation, contingency funds.	Risk: Climate agenda becomes fragmented from governance. Mitigation: Anchor climate actions in county systems and rights-based accountability frameworks.
Strengthen MEL systems, innovation, and adaptive learning	Strengthen mixed-method MEL systems to capture behavioural, institutional, and systemic change. Streamline reporting through trust-based approaches and introduce innovation mechanisms such as challenge funds, catalytic financing, and results-based models.	Short to medium term	Feasibility: High with simplified tools. Resources: MEL redesign, training, documentation support, innovation funds, learning platforms.	Risk: Increased reporting burden and complexity. Mitigation: Simplify indicators and prioritise outcome-focused learning over compliance reporting.
Scale successful models through toolkits and peer learning	Package proven approaches into adaptable toolkits, facilitation guides, and operational frameworks. Strengthen peer learning through exchange visits, networks, and collaborative platforms.	Medium term	Feasibility: High; builds on existing knowledge. Resources: Documentation, translation, accessibility adaptation, exchange programmes.	Risk: Standardisation reduces contextual relevance. Mitigation: Ensure tools are modular and adaptable to local contexts.

Priority Area	Recommended Action	Timeframe	Feasibility & Resource Implications	Key Risks & Mitigation
Strengthen financial sustainability and domestic resource mobilisation	Support partners to diversify funding through proposal development, local fundraising, private sector engagement, income-generating models, bridge funding, and business development support.	Medium to long term	Feasibility: Medium; requires sustained investment. Resources: Fund-raising training, financial systems strengthening, business development, due diligence support.	Risk: Continued donor dependency. Mitigation: Integrate resource mobilisation into organisational development plans and track annually.
Strengthen sustainability through localisation and transition planning	Embed clear exit and transition strategies from programme inception, strengthen local leadership anchoring, and ensure early transfer of responsibilities to local institutions to secure long-term ownership and continuity.	Long term	Feasibility: Medium; depends on donor and government alignment. Resources: Transition planning, institutional strengthening, longer funding cycles.	Risk: Loss of gains after programme closure. Mitigation: Institutionalise successful models within county systems and local structures early.

Targeted Recommendations by Actor

ForumCiv (Strategic and Urgent)

- *Strengthen sustainability through structured alumni engagement and strategic partnerships:* Establish a structured alumni platform to support ongoing mentorship, peer learning, collaboration, and networking among fellows. Strengthen partnerships with cultural institutions, media, civil society, educational institutions, and the private sector to enhance sustainability and long-term impact.
- *Institutionalise activism within education and civic engagement systems:* Advocate for the integration of activism approaches into formal and informal civic education frameworks, including Kenya’s Competency-Based Curriculum (CBC), to strengthen active citizenship, creativity, critical thinking, social awareness, and youth participation through participatory and learner-centred approaches.
- *Strengthen strategic coordination, adaptive management, and accountability systems:* Enhance programme coherence and alignment with ForumCiv’s Theory of Change and Sida priorities on localisation, inclusion, sustainability, human rights, and democratic governance, while reinforcing the sub-granting model with robust oversight and accountability mechanisms. This includes strengthening partner due diligence through standardized risk profiling and capacity assessments; instituting rigorous fiduciary oversight with regular financial reviews, compliance checks, and audit systems; and embedding adaptive risk management approaches responsive to dynamic civic environments. In addition, establish real-time monitoring and performance management systems—supported by digital tools, milestone tracking, and feedback loops—to enable timely decision-making and course correction. Clear roles, reporting lines, and accountability frameworks across the sub-granting chain should be defined to ensure transparency, performance, and alignment with overall programme results.
- *Institutionalise learning, evidence generation, and adaptive programming:* Strengthen mixed-method Monitoring, Evaluation, and Learning (MEL) systems to capture behavioural, institutional, and systemic change. Promote continuous learning, reflection, and evidence-based decision-making across programmes.
- *Deepen differentiated and inclusive partner support systems:* Strengthen tailored mentorship and organisational accompaniment for partners based on capacity needs, with targeted support for grassroots, youth-led, women-led, and marginalised organisations. Enhance safeguarding, inclusion, and accessibility systems, including psychosocial support, legal aid pathways, crisis response mechanisms, and participation support for civic actors and human rights defenders.
- *Promote integrated resilience, governance, and economic empowerment approaches:* Link civic engagement programming with financial inclusion, VSLAs, and climate-smart livelihoods to strengthen community resilience, sustainability, and long-term participation in governance processes.
- *Strengthen localisation and sustainable transition pathways:* Embed transition and exit strategies from programme inception and progressively transfer leadership, resources, and decision-making authority to local actors and institutions to ensure sustainability of gains.
- *Strengthen strategic partnerships and innovative financing models:* Expand public-private-community partnerships, government engagement, and civic networks. Leverage Sida-aligned financing mechanisms such as catalytic funding, challenge funds, results-based financing, social enterprise models, and aid-to-trade approaches. Integrate civic technology and digital accountability tools to enhance transparency, responsiveness, and adaptive learning.

Implementing Partners (Urgent & Desirable)

- *Strengthen inclusive grassroots mobilisation and civic participation:* Enhance safe and meaningful participation of women, youth, persons with disabilities, indigenous communities, and other marginalised groups using accessible and context-responsive approaches.
- *Improve documentation, learning, and accountability systems:* Strengthen systematic documentation of outcomes, behavioural change, policy influence, and learning. Enhance community feedback systems and tracking of duty-bearer commitments to reinforce transparency and responsiveness.
- *Institutionalise collaboration with government for sustainability:* Promote early and continuous engagement with county governments to enable co-creation of activities, alignment with local priorities, strengthened ownership, and improved sustainability of programme gains. Strengthen structured collaboration with county and national institutions to support policy influence and systems change.
- *Strengthen peer learning and cross-learning platforms:* Enhance participation in peer learning, innovation forums, and cross-learning exchanges to support locally led development and collective influence.
- *Strengthen organisational capacity and compliance systems:* Provide continuous mentorship in governance, financial management, safeguarding, adaptive management, fiduciary compliance, and climate governance. Build capacity to engage in climate finance, biodiversity funding, carbon markets, and environmental governance aligned with Sida priorities.
- *Integrate economic empowerment and resilience into civic programming:* Mainstream livelihood resilience, financial literacy, savings groups, and inclusive economic empowerment into civic engagement programming to strengthen sustainability and reduce vulnerability.

Donors (Strategic)

- *Provide predictable, flexible, and long-term funding that supports continuity, adaptive programming, localisation, and systems change.* Prioritise bridge financing, realistic budgeting that reflects inflation and operational realities, and adequate investment in inclusion, safeguarding, accessibility, and institutional strengthening of local actors.
- *Support transition and locally led development* by shifting resources and decision-making closer to communities and grassroots organisations. Expand investment in women-led, youth-led, and grassroots actors to strengthen equity and civic agency.
- *Promote Sida-aligned innovative financing approaches,* including challenge funds, catalytic financing, aid-to-trade approaches, social enterprise models, blended finance, and results-based financing to enhance sustainability and scale.
- *Simplify reporting and compliance through trust-based partnership approaches* while maintaining accountability. Increase investment in evidence systems, digital accountability tools, civic technology, and AI-enabled monitoring and learning systems to strengthen transparency, responsiveness, and adaptive management.

County and National Duty-Bearers (Urgent + Medium-Term)

- *Institutionalise accountability, citizen participation, and inclusive governance within*

formal systems, including planning, budgeting, procurement, service delivery, and public feedback mechanisms. Strengthen structured co-creation between citizens, CSOs, and government institutions to improve responsiveness and long-term governance reform.

- *Strengthen responsiveness to citizen priorities, right-to-information practices, and allocation of adequate resources for inclusive participation,* particularly for women, youth, persons with disabilities, and marginalised groups. Integrate climate governance, resilience, and sustainable livelihoods into county and national development planning.
- *Enhance transparency and evidence-informed decision-making* through improved data systems, real-time monitoring, and collaboration with civil society and private sector actors. Support localisation by embedding participatory governance structures within formal institutions and strengthening community-level accountability systems.

Private Sector Actors (Desirable)

- *Engage as strategic co-creators in governance, livelihoods, innovation, climate resilience, and sustainability initiatives* rather than only funding partners. Support public-private-community partnerships that expand market access, digital inclusion, green jobs, and sustainable livelihood opportunities, particularly for women and youth.
- *Contribute technical expertise, innovation, civic technology, and catalytic financing to strengthen transparency, accountability, and service delivery systems.* Collaborate with CSOs and government actors to scale inclusive, climate-smart, and locally driven development solutions.

Community Leaders and Civic Networks (Urgent)

- *Promote safe, inclusive, and sustained civic participation* while strengthening local accountability systems, social cohesion, and community ownership of development processes. Ensure meaningful engagement of women, youth, persons with disabilities, and marginalised groups through accessible and culturally responsive approaches.
- *Strengthen community feedback systems, behavioural change initiatives,* and grassroots monitoring of public commitments and service delivery outcomes. Facilitate civic awareness, peer learning, and locally led advocacy that reinforces accountability and responsiveness.
- *Support sustainability by strengthening local leadership structures,* transition planning, and integration of economic resilience, financial inclusion, and community-driven livelihoods into civic engagement processes.

FORUMCIV.

Telephone: +254 705 871 873 E-mail: info.africa@forumciv.org



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