



**TRANSPARENCY  
INTERNATIONAL  
KENYA**

**EMPOWERING CITIZENS TO HOLD AND DEMAND FOR ACCOUNTABILITY  
FROM DUTY BEARERS**

**1<sup>st</sup> SEPTEMBER 2011 – 31<sup>st</sup> JANUARY 2013**

**PROJECT COMPLETION REPORT**

**SUBMITTED TO  
PARTNERSHIP FOR TRANSPARENCY FUND (PTF)**

**MARCH 2013**

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## **PROJECT COMPLETION REPORT (PCR)**

CSO Name : TRANSPARENCY INTERNATIONAL -KENYA  
Project Title : EMPOWERING CITIZENS TO HOLD AND DEMAND FOR ACCOUNTABILITY FROM DUTY BEARERS  
Grant Amount : 2.1 MILLION  
Dates of Implementation : Nov 2011 to Dec 2012  
PCR Author : Dalmas Okendo  
Date of PCR : 31<sup>st</sup> Jan 2013

### **Objective of the PCR**

Upon completion of the project, a Project Completion Report (PCR) is prepared, as required by the Grant Agreement, which also stipulates that PTF would disburse the last tranche of its grant after receipt of a satisfactory PCR.

Briefly stated, a PCR provides information, supported by relevant analysis, on the extent to which the project succeeded or did not succeed in achieving its original objectives and identifies any lessons learned for future guidance.

### **Section Outline**

The Project Completion Report should cover the following topics:

#### **1. OVERVIEW**

The Partnership for Transparency Fund (PTF) program (August 2011 to December 2012) was formulated to address the continued exclusion of Kenyan citizens from decision making on public issues that affect their lives. It was noted that the exclusion provided a ripe environment for corruption, diversion of public power and resources to the hands of a few, undermining of public trust in public institutions, creation of unequal opportunities for citizens to participate in development and overall affected the provision of public service. Lack of information to facilitate participation by citizens in the local projects or public sector activities not only increased opportunities for corruption but also led to development that is not responsive to citizenry priorities; the citizens continued to bear the brunt of corruption. The project therefore sought to enhance inclusion and meaningful participation of citizenry in the process of decision making within devolved structures, transparency and accountability by the duty bearers.

The project was designed to influence change in the governance of basic service delivery in the City of Mombasa (MCM). Three outcome areas were specified for the project:

1. Develop the capacity of the local stakeholders in identifying and preventing corruption to enhance good governance to **improve performance and accountability of local government (Mombasa Municipal Council) to the citizens' priorities.**
2. Develop capacity of the Mombasa Municipality leaders and organized groups of citizens on anti corruption strategies to **reduce corruption through transparent resource utilization and meaningful citizen participation in decision making**
3. Conclude and monitor development pacts between the Mombasa Municipal Council and the local citizens to **increase accountability by council members and improved service delivery**

**The anticipated outputs of the project were:**

- Over 1,000 citizens sensitized on corruption risks, empowered on procedures of reporting and prevention strategies.
- 105 stakeholders trained on good governance (anti-corruption strategies), basic elements on procurement procedures, role and operations of the Mombasa Municipal council.
- Guidelines on development pacts developed and disseminated to Citizens and the Mombasa Municipal Council.
- 1 development pact developed and concluded.
- 2,000 IEC materials Pamphlets on frequently asked questions about the local government operations and basic procurement procedures
- 1000 T-shirts with educative messages.

## **2. PROGRAM APPROACH**

Good governance is essential for the successful implementation of developmental measures and for the effective delivery of services to all. This is why TI-Kenya worked closely with public administrators from MCM to increase their skills and capacities to design more responsive and inclusive policies and to deliver their services more effectively. TI-Kenya equally supported greater citizen participation in decision-making and helped in the design and development of measures to increase the accountability of public institutions. As part of this commitment to good democratic governance, TI-Kenya has also provided significant support for officials from MCM to combat corruption and increase citizen dialogue and cooperation.

The PTF project supported the following cross-cutting priorities which are aligned with the TI-Kenya's strategic framework for 2008-2012 and the corresponding Advocacy and Legal Advisory Centres – Mombasa (ALAC) multi-stakeholder approach:

(i) *Capacity building-* In a bid to improve citizens and CSO's understanding of advocacy for structural and policy change, in particular, linking advocacy to documented citizens concerns TI-Kenya organized 3 training forums and 3 public forums. The trainings targeted ward representatives, officials of the municipal council and representatives of organized groups of citizens. The public forums were held within Mombasa municipality in Changamwe, Majengo and Mishomoroni areas. Through the forums there was increased knowledge as the public was sensitized on corruption risks, and at the same time empowered on procedures of reporting and prevention strategies.

TI-Kenya further worked to strengthen civil society interaction with authorities responsible for addressing corruption complaints, encouraging and helping the latter to become more responsive and accountable. Following the initiative the municipal council of Mombasa requested TI-Kenya to help convene a meeting between MCM and stakeholders to formulate an integrated development plan for the county. This was borne out of the dialogue that took place alongside the main activities of the PTF project. The intergrated development plan was developed in November 2012 and will be validated before the next general elections. TI-K was invited to a validation meeting called for all stakeholders in the course of the month of March 2013. After wide consultations of all necessary stakeholders, the intergrated development plan was validated at a meeting that brought together the municipal council and stakeholders drawn from governmental institutions and civil society. Civil society was represented by about 12 organisations of which 8<sup>1</sup> were main players in the PTF project. TI-K contributed as a main stakeholder to the deliberations and especially on issues of entrenching transparency and accountability in the management of all affairs of the local authority.

(ii) *Innovation in service delivery and inclusive citizen engagement.*

At the core of the ALAC approach is about citizen empowerment and access to justice. The development pact approach helps establish a framework for mutual interactions between duty bearers and tights holders with more clarity of roles. By using Development Pacts as a partnership framework to improve learning outcomes, local authorities can pro-actively seek the inclusion of civil society organizations, communities and vulnerable citizens in public decision. TI-Kenya identified key stakeholders of the Development Pact such as MCM, citizens and Pwani Coalition members and set up dialogue workshops to prioritize key service delivery issues for the Pact including commitments for representative participation and the definition of tangible gains for disadvantaged groups. Pact designs at this stage included specific and time-bound indicators for monitoring to clearly measure visible improvement of solid waste management services in the city of Mombasa. This was clearly captured in the annex to the pact. In a second stage of bilateral dialogues with political and administrative representatives which were identified for their commitment by communities and NGOs,

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<sup>1</sup> The organisations included Tulizza community, Clarion, Ujamaa center, CWID, Haki yetu, Hope mega centre, KLA, & Hekima CBO.

TI-K facilitated the conclusion of a potentially agreeable Pact ready for conclusion. To ensure high public scrutiny, reputational benefits and replication of the initiative, TI-Kenya included publicizing achieved benchmarks & creating demand for improved solid waste management service delivery, public accountability & inclusive policy processes. The Development Pact will empower stakeholders at the local level to demand the efficient use of resources to produce better outcomes. In the long term the Pact will establish new standards for deliverables and benchmarks for political and administrative accountability and address the absence of fixed responsibility and accountability for delivery in the waste management sector.

*(iii) Increased interaction between the ALAC and MCM*

The ALAC drove the process to formalize the relationship between the City of Mombasa and TI-Kenya by concluding an MOU to support interventions that will bring about change in systems in the City of Mombasa. In the framework of the agreement a joint strategy and action plan have been developed. These are safely anchored in the development pact signed between the City of Mombasa and the residents. The Development Pact will increase effective citizen participation in local service delivery. The ALAC further worked to:

- i. Develop MOUs with authorities responsible for processing corruption complaints-The ALAC negotiated an MOU between TI-K and MCM. The MOU would guide the relationship between both entities. Both parties agreed to work together to improve service delivery, reduce corruption and entrench accountability. TI-Kenya also assisted stakeholders in the education sector to negotiate and sign a development pact which sought to improve transparency and accountability in the education sector in Kwale county.
- ii. Follow-up dialogue with pertinent authorities and multi-stakeholder roundtables around issues that clusters of citizen complaints have identified as problematic.

Through the pwani coalition of good governance, representatives of CSO's held meetings with officials from MCM and agreed on what form the pact would take.

**(b) The recommendations that were developed on how to make system changes to reduce the types of corruption addressed by the project**

Through the forums which targeted members of the public who daily interact with the municipal council areas of intervention were dictated by the actual concerns of the population as expressed to and through the ALAC. The most pertinent issues that came up were for example improving licensing procedures by reducing bribery, reducing revenue loss and hence improving the ability to provide services and an enabling business environment where harassment from corrupt officials is reduced. On this basis the work of the ALAC aimed through institutional outreach (MOU/ PACT relationships) to improve the ability of authorities to engage effectively

with the population to address their corruption grievances – encouraging the authorities to become more responsive and accountable. By bringing up specific issues of corruption and highlighting how these are being addressed, the ALAC supported those who are interested in pursuing transparent and open government.

It is anticipated that the initiative will increase corruption reporting and since the pact establishes a multi-stakeholder interaction mechanism it will potentially increase responsiveness of the service providers.

**(c) The discussions that were held with relevant public officials and the follow-up actions envisaged**

The office of the town clerk was instrumental in the overall running of the project. The training forums had their curriculum crafted out of joint discussions and facilitated in part by officials from the office. Ti-k also negotiated the terms of the MOU with officials from the Town Clerk’s office. In particular the parties agreed on what procedures would be followed to enhance transparency and accountability. One of the widely agreed upon issue was entrenching open transparent processes and ensuring that the public could easily access and engage municipal council officials. The other issue was ensuring that the greatest number of officials was made aware of the need to improve on their integrity stature as a municipality. In the planning meetings for the development pact the parties picked waste management as the area which the pact would seek to address. Thereafter the parties negotiated the content of the pact with the Director of waste management in the Council and officials from the public health department. The agreement was that the council would commit itself to collect garbage at agreed times and the public would commit to sort out garbage and dump only in designated points. Follow up actions included meetings to sensitize the community on sorting out garbage and monitoring meetings to evaluate the performance of the council.

The ALAC team has also continued to work closely with the legal office of the municipal council as part of its overall work plan to ensure strict procedures are followed during procurement. One of the direct benefits was a commitment by the legal officers that they would ensure all procurement was done openly and transparently. ALAC will follow up with proposed training for all relevant staff. The team will continue to hold roundtable consultations to explore further avenues of entrenching responsiveness and accountability from the public officials.

**(d)The most critical obstacles/impediments/barriers in our efforts and how we overcame or responded to them.**

Since it is only the Town Clerk (who runs a very busy schedule) that could sanction any form of partnership (and its content) with the Council, decision making processes were greatly delayed and hampered. At times planned activities could be overtaken by unanticipated “higher priorities” of the Council occasioning serious delay. The project team had to be highly flexible in steering the processes. This manifested during the signing of the Development Pact : by communication of the Council , the pact was set to be signed on the 18<sup>th</sup> of January 2012, however due to a council strike the event was cancelled. TI-Kenya opted to continue by having the

citizens assemble at the Council as planned to sign their part of the Pact. Amidst riot police and striking workers, two representatives presented the Pact to the Council. At first, the Council representatives refused to accept the Pact and a senior officer collected it instead. On the same day following brief consultations with the Town Clerk between TI-Kenya, The Mayor and the Town Clerk , the Pact was signed and activities are set to begin after the March 4<sup>th</sup> General Election.

The representatives of the community who signed the pact were chosen after intensive and wide consultations. All of them were key players towards the success of the PTF project. They had participated from the onset including helping to organise the community forums

Another major impediment has been the impending restructuring of the local authorities under the new constitution. Most senior officials are unsure of their fate and have therefore failed to fully support important projects like the one that TI sought to implement with them. One of the officials who was key to this project was the director of waste management. He was widely consulted and gave his input throughout the process. However at the signing stage the tensions on whether his seat would remain relevant were at an all time high. Compared to the town clerks position, the director's position has a greater chance of abolishment and restructuring. Infact the town clerk had at the time of closing the project been assigned a new role as county clerk. The director was approached directly by TI-K but expressed his fears and opted to await to know his fate first. The appointment of the town clerk opens a new frontier for the completion of the envisioned goals and for possible up-scaling of the activities.

**(e) Finally describe any enabling conditions that helped you achieve results.**

The main enabler of success was the support the ALAC received from the office of the Town Clerk although it was hard to come by. Once they were in agreement it was easy to plan and execute joint activities.

Awareness- raising was an essential aspect of this project. This publicity ensured that citizens are aware of the support when their rights have been violated. The ALAC held events (e.g. open house or an 'advice day') to sensitize citizens on MCM jointly with MCM. The forums sought to educate the public on their rights and responsibilities in their dealings with the municipal council. At all forums citizens were exhorted to refuse to pay bribes to get services and also sensitized on the need to pay any dues that were legally owed to the municipal council to ensure that there was funding to offer services.

Other innovative ways to create awareness were combined with public education drives. For example the ALAC was able to secure radio phone-in shows, which have the advantage of educating the public about corruption and ways of combating it, as well as encouraging people to contact the centre and MCM for further assistance.

General and easy-to-understand publicity materials such as informative leaflets and T-Shirts were produced to promote the project. The material included a pamphlet on frequently asked questions about the municipal council. The 1000 t-shirts produced and which had anti-corruption message were distributed throughout the entire municipality and greatly reinforced information disseminated. It also detailed the future of the municipal council and how it will be governed under the provisions of the new Constitution.

The existence of the pwani coalition as a ready platform for citizen mobilization and engagement was also a great enabler. It saved a lot of time and other resources that could have gone into community mobilizing and organizing. The fact that TI-Kenya had previously assisted the community and the local water providers and regulator to negotiate a development pact which brought tangible benefits was also a great enabler. Many actors constantly made reference to its successes to reinforce the need for the present development pact.

**1. RESULTS / IMPACTS AND ACTIVITIES NOT ACCOMPLISHED:**

**(i) Assess the project's impact on reducing corruption and sustainability, against the indicators framed under outputs, outcomes and impacts in the project's logical framework.**

Narrative Summary	Indicators of Success (TQQ)	Means of Verification (MOV)	Brief description on Result, using examples, and Indicators
Goal: Improve service delivery in the public Sector	Reduced number of complaints against municipality ( use of the complaints system at the Municipality as	Client feedback tools and mechanisms  Rapid opinion survey2	There is an increased awareness on the council's reporting mechanism through the forums and IEC materials disseminated during the project. However a more substantial analysis of the council's baselines and ALAC complaints relating to MCM would need to be carried out to fully assess the impact of the project as per the TQQ and MOV. This will be conducted soon

	baseline)		after the monitoring of the successes of the development pact.
<p>Purpose</p> <p>Promote citizen meaningful participation in public service delivery, transparency and accountability.</p>	<p>Active engagement of citizens in service delivery example increased number of citizen participants in tender committee</p>	<p>Minutes of municipality meetings</p>	<p>TI-Kenya provided technical support to local CSO's and MCM through 2 separate trainings and a joint trainings and developed their capacities to recognize their rights, identify needs/challenges and initiate dialogue with MCM; The Development Pact process and the conclusion of the final draft identifying key issues of interest to CSO's and local authorities (Solid Waste Management) in developing strategies, ensured inclusion of all parts of society and maintaining focus on common issues rather than differences. The development pact set a sustainable platform for continued engagement between service providers/duty bearers and the rights holders.</p>
<p>Outputs</p> <ol style="list-style-type: none"> <li>Over 1,000 citizens sensitized on corruption risks, empowered on procedures of reporting and prevention strategies.</li> <li>105 stakeholders trained on good governance ( anti-corruption strategies), basic elements on procurement procedures, role and operations of the Mombasa Municipal council</li> <li>Guidelines on development Pacts developed and disseminated to Citizens and the Mombasa Municipal Council.</li> <li>1 development pact developed and concluded.</li> </ol>	<p>Increased knowledge on public engagement in identifying corruption and monitoring procurement process in the council</p> <p>Signing of development pact and its dissemination</p>	<p>Workshop reports</p> <p>Workshop evaluation forms</p> <p>TI Kenya website posts and interactions.</p> <p>Forum reports</p> <p>Published Development pact</p> <p>IEC materials</p>	<ol style="list-style-type: none"> <li>The dissemination of a video produced on corruption “ Kikulacho “ in Mombasa and 3 forums provided awareness-raising tools on the importance of the fight against corruption in local authorities , focusing on MCM institutions and the general public. Over 3000 citizens were reached in these dissemination forums.</li> <li>Capacities of 105 stakeholders were developed and cooperation was enhanced with and between the citizens and MCM. The meetings promoted the project and supported its implementation, including the exchange of information and good practices with partners;</li> <li>TI-Kenya has developed tool kits on the Pacts in an innovative format to attract a wider</li> </ol>

<p>5. 2,000 IEC materials Pamphlets on frequently asked questions about the local government operations and basic procurement procedures</p> <p>6. 1000 T-shirts with educative messages</p>			<p>audience but also ensure that the material sustains the user’s interest. This can be used by citizens and or institutions to craft development pacts in other areas of interest.</p> <p>4. The Development Pact on Solid Waste Management prepared with TI-K’s assistance was approved by MCM and CSO’s in August 2012. As a result of these activities, MCM has committed to increase citizen participation in improving Solid Waste Management in the City of Mombasa. These measures include the establishment of sound procedures and checks and balances at institutional levels that would resist corruption in service delivery.</p> <p>5. 2000 pamphlets on council information and procedures were produced jointly with MCM and widely disseminated at public forums and mobile clinics.</p> <p>6. 1000 T-shirts were designed and distributed to partners in civil society, media, the council and workshop participants.</p>
<p>Activities</p> <p>Objective 1:</p> <ul style="list-style-type: none"> <li>– Hold 2 public forums in Mombasa Municipality targeting total 1000 people to raise awareness on corruption risks and empower citizenry on procedures of reporting corruption cases within their locality.</li> </ul>	<p>Increased knowledge on identifying corruption and reporting</p>	<p>Forum feedback/evaluation</p> <p>Forum reports highlighting questions and</p>	<p>Describe key ways in which your approach for tackling corruption was successful, with evidence to support each ‘success.’ Through the public forums and distribution of IEC materials there was increased awareness on issues of service delivery, accountability and the need for the public to report corruption.. For instance, a certain client reported that he had been denied a building permit unless he paid a bribe. Having explained to him of the need for transparency and accountability by public officers, he was able to</p>

<p>( 500 people per forum)</p>		<p>answer sessions</p>	<p>demand for this right accordingly and take appropriate measures to combat corruption.</p> <p>(i) Highlight external factors and conditions, which had an influence over the achievement of the project objectives.</p> <p>The new constitutional dispensation had a major influence over the achievement of the project objectives. It has given impetus and momentum for good governance and leadership with integrity. Through its Article 10, the principles of governance which include public participation, transparency and accountability have been outlined. ALAC continuously increased its efforts to sensitize the public to fully participate in decision making processes that affected them, especially in matters of service delivery. It also helped lay emphasis on the need for citizens to demand for services as their core responsibility.</p> <p>Through Chapter 6 of the Constitution on leadership and integrity, ALAC’s efforts were frequently aimed at emphasizing on the guiding principles of leadership and integrity, one of them being accountability. Thus, the public was sensitized on the need to ensure officers are accountable to the public for decisions and actions.</p> <p>iii) Describe any activities not accomplished (if any), reasons for failure to accomplish them and the way forward.</p>
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			The development pact was finally signed on 18 <sup>th</sup> Jan 2013.
– Screening of “Kikulacho” at the public forums– the bite within a TI Kenya documentary on the history of corruption in Kenya.			The “Kikulacho” documentary was screened in every public forum within Mombasa County. The feedback elicited by the public after screening it was always positive as they were able to understand the adverse effects of corruption in a society. Through the documentary, the public also expressed willingness to embrace positive change by voting for just and accountable leaders who do not condone impunity.
– Distribution of IEC materials.			2,000 IEC materials were printed. These included pamphlets on frequently asked questions about the local government operations and transitional provisions. The materials played a significant role in increasing awareness among citizens.  1000 T-shirts with educative messages were printed and disseminated to members of the public.
Objective 2 – Hold 3 (two days) training forums for Mombasa Municipality leaders and representatives of Civil Society on Council procedures, including procurement. The 3 trainings target	Increased number of citizens represented in decision making forum within the	No. of cases identified and reported	The training targeted MCM officials and CSO s and covered the following areas : Overview of MCM : structure , history , mandate <ul style="list-style-type: none"> <li>• Council mechanisms for enhanced citizen participation in the decision making process</li> </ul>

<p>total 105 participants. The training methodology will be that of training of trainers so as to encourage sharing of the knowledge and skills</p>	<p>municipality.</p>		<ul style="list-style-type: none"> <li>• Council procedures for reporting and addressing corruption related complaints</li> <li>• Anti-Corruption Oversight at Local Authority:</li> </ul> <ul style="list-style-type: none"> <li>• Developing Anti Corruption and Integrity Systems in Local Authorities</li> </ul> <ul style="list-style-type: none"> <li>• Procurement procedures</li> <li>• Public Procurement Process</li> </ul> <p>The trainings were seen as contributing to improving program implementation, mainly the Development Pacts. As the advocacy projects are still “forthcoming” the skills and knowledge relayed in trainings have not yet been put to the test although many participants said the trainings were useful.</p> <p>Factors identified as resulting in successful training and workshops were :</p> <ul style="list-style-type: none"> <li>- Attendees from MCM</li> <li>- Combining theory, practical skills and drafting specifically for “CSO/MCM consumption” (for example all participants drafted key components of the Development Pact)</li> <li>- Learning from each other’s experience and sharing how to overcome challenges</li> </ul>
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<p>– Hold 3 (one day) meeting to monitor and evaluate successes of the trainings.</p>			<p>TI-Kenya carried out one monitoring exercise and some of the findings included :</p> <ul style="list-style-type: none"> <li>- The challenge for many workshop attendees was finding time to apply new ideas, on top of their workloads. In addition the organizations represented do not have a system in place which encourages the sharing of learning, this is visible with the CSOs and MCM and will affect how learning is integrated in their outfits. Most participants felt they would have benefited from more trainings and to a much wider audiences, MCM suggested that all council staff be trained. Others suggestions from the attendees for improving the learning from these workshops were: <ul style="list-style-type: none"> <li>• Broader and deeper consultation on workshop content</li> <li>• Extend the length of the workshops to enable more time for learning</li> </ul> </li> <li>- In future programs it could be useful to create a “capacity building task force” with members selected from CSO’s and MCM who contribute and comment on capacity building initiatives being developed. At a minimum this would allow increased participation on content issues eand provide a sounding board for potential inputs.</li> </ul>
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<p>Objective 3</p> <ul style="list-style-type: none"> <li>– 3 day workshop targeting Mombasa municipality leaders and organized groups of citizens with the view of discussing the concept of development pact, develop guidelines of negotiations, concluding and monitoring the development pacts. The meeting will identify the representatives of the parties to the development pact. The workshop will target 35 people.</li> </ul>	<p>Improved service delivery</p>	<p>Client feedback Monitoring reports</p>	<p>Members of CSOs were taken through the concept of development pact, how to develop guidelines of negotiations and procedure of monitoring the development pacts. Through the meeting, members were able to identify rampant issues within Mombasa County such as insecurity, solid waste management and land. Solid Waste management was the main issue identified and parties agreed to work on a development pact aimed at correcting the existing issues around it.</p>
<ul style="list-style-type: none"> <li>– Hold at least one dialogue meeting between Mombasa Municipality leaders and the representatives of the organized groups of citizens. The meetings will concretize the discussions of the larger workshop. The dialogue meetings can be more than one depending on the reciprocity. Maximum 15 participants.</li> </ul>			<p>A dialogue meeting between Mombasa Municipality leaders and CSO representatives was held. It was decided that Solid waste management was a serious issue at the Coast and the pact would seek to enhance public participation in finding solutions.</p>
<ul style="list-style-type: none"> <li>– Draft the development pact and signing.</li> </ul>			<p>The development pact was signed on 18<sup>th</sup> January 2013 . The thrust of the pact is waste management within the municipality which was identified to be very problematic.</p>

<ul style="list-style-type: none"> <li>– Quarterly monitoring of development pacts (one quarter during project period)</li> </ul>			<p>No monitoring was undertaken as part of the project. This is because the project ended immediately the pact was signed. However TI-K has taken up the activities envisioned in the plan of action that was annexed to the development pact. These activities will be carried out after the March elections and a monitoring exercise to follow thereafter.</p>
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## 2. SUSTAINABILITY:

Identify the skills, mechanisms or procedures that are ‘in-place’ at the local level to help control corruption and improve accountability as a result of your project.

- The ALAC and the Councils reporting mechanisms have gained a lot of exposure with the public through this project. This will translate to increased reporting of corruption cases because majority of the people who were not reporting because they did not know the mechanisms will now come out and reporting;
- The mutual working relationship developed between the Council and the residents through the development pact will see a degree of openness that will deter corruption;
- Council staff, pwani coalition members and representatives of the residents have acquired skills and knowledge on corruption, its effects, the anti-corruption legal/policy/institutional mechanisms. There is therefore increased capacity to stand up against the vice. The Ethics and Anti-corruption Commission (EACC) has a regional office in Mombasa that was involved with the project through its partnership with the ALAC.

Another key set of skills, mechanisms and procedures that are separate from the main project but supportive of the overall sustainability plan are as follows:

- The Integrated Public Complaints and Referral Mechanism (IPCRM) is a multi-actor framework that amalgamates public complaint institutions. It establishes a reporting and referral mechanism that allows a speedy on-line relay of complaints to concerned institutions with an in-built tracking/monitoring system.
- It is now a legal requirement that all public bodies must have integrity codes signed by all their staff. ALAC Mombasa will work with the City of Mombasa to develop theirs and monitor its implementation.
- Social vetting of leaders is increasingly taking root. ALAC Mombasa is currently building capacity for this within Mombasa County and this will help in weeding out corrupt elements within the City of Mombasa.

- The Constitution of Kenya 2010 establishes devolution. A number of devolution laws have been enacted which also establishes frameworks for citizen participation in governance. Participation will no longer be based on tokenism but will happen as a legal requirement. This really empowers the citizenry.
3. LESSONS LEARNED / BEST PRACTICES: Provide a summary of any lessons learned (what went well, what went wrong in the project) or best practices identified through program implementation.
- Closer proximity to a grass roots constituency can create more expectations in the community. TI-Kenya has to be mindful of this and consider appropriate approaches to longer term work in the targeted communities
  - Approached in the right way, senior levels of government can be engaged. They also have an interest in learning how efforts at improving basic service delivery are being undermined.
  - Authentic multi-stakeholder involvement in project activities is vital for tapping into local resources and knowledge. Through multi stakeholder engagement process the project has benefited from information, technical advice and network building, all of which have contributed to greater involvement and ownership by relevant stakeholders
  - Critical factors which have “unintentionally” reduced the potential for empowering local actors include delays in funds disbursement, and communication failures between TI-Kenya and PTF. This slowed progress towards outputs and may also have implications for the sense of ownership by TI-Kenya of the outputs of the projects
4. MOST SIGNIFICANT CHANGE AND/OR SUCCESS STORIES: Summarize any story(ies) of success or most significant change resulting from the projects’ activities. Detailed stories can be provided as an annex to the final report where available. Please include available photos related to the transformative stories (*Please ensure that you get consent from concerned parties for all stories and photos submitted*).



PIC 1: One of the representatives signing the development pact.



PIC 2: representatives of the public talking to security personnel when they sought audience with the town clerk.

## 5. CONCLUSIONS

### (i) Comment on the extent to which the intended objectives were met.

All the three project objectives have been concluded, as has been stated several times PTF is an ambitious project. Its nature placed high demands on all those involved. It is neither an easy nor a straightforward process. Even so a great deal of work has been achieved, generally in good temper. There is an increased sense amongst participating stakeholders of being part of a Movement, not isolated in their constituencies, and new relationships have developed between TI-Kenya and the participating actors which will serve other projects and initiatives. All stakeholders have high expectations of the new risk map model. A special effort is now called for to produce these in a form that is accessible and usable by a wide and varied audience. It is too early to say whether these high expectations will translate into positive change. The success of PTF will be judged on whether a rigorous capacity building process produces more convincing advocacy which in turn changes the way government, private sector and civil society respond to poor governance in the delivery of basic service. There are promising signs that the project has been successful in raising awareness about the role of governance in improving service delivery but it is premature to comment before the Pacts have been implemented and project partners have a chance to conceive and implement advocacy. That said, the enthusiasm, amongst a range of stakeholders for the innovative Development pact approach, and its potential effectiveness in mobilizing the demand side for accountable basic service delivery, suggests that the model can be replicated usefully.

- (i) Proposed actions beyond the project: Provide comments and recommendations on any follow-on activities/projects and opportunities for sustaining and scaling up the outcomes, and replication/synergy with other existing and future initiatives. TI-K plans to facilitate continued dialogue between the parties to the pact that is the municipal council and community representatives. As a follow up to the pact and subject to resource constraints, TI-k will seek to ensure that the sensitization meetings on garbage handling and sorting are held and continued for a longer period after the conclusion of the project. ALAC will continue with dialogue meetings with the municipal council officials. Currently some of the parties to the pact have initiated independent engagements with the waste management department of the municipal council to compound the gains from the negotiations at the development pact stage. ALAC therefore plans to play an active role working with the parties on their engagements.

The lessons learnt during the period in the run up to the signing of the pact will play a great role in informing any future interventions that the ALAC and TI-K will engage in. The development pact model however has a deep seated place in the overall programmatic focus of TI-K. Therefore the gains from this project shall ultimately be replicated in projects bearing similar circumstances.

### **Final Statement of Project Expenditures**

Provide a financial report showing the itemized use of the PTF grant, compared to the agreed budget, and certified as correct and accurate by the your financial officer.

Normally, PCRs are prepared by the CSO, but in some cases independent consultants hired by the CSO undertake the work. This must be done within the budget of the project.

PCRs are not final until they are accepted by PTF. PTF Regional Coordinators/Project Advisers review the PCR and ensure its completeness and accuracy and suggest revisions where necessary. When an acceptable PCR is received, the PTF Regional Coordinator/Project Adviser informs the CSO of the acceptance of the PCR, asks for the release of the final tranche of the grant and takes steps to post the PCR on the PTF website.

# Annex

**WASTE MANAGEMENT DEVELOPMENT PACT  
BETWEEN  
THE MUNICIPAL COUNCIL OF MOMBASA AND THE CITIZENS OF  
MOMBASA**

**PREAMBLE**

THIS MEMORANDUM OF UNDERSTANDING (MOU), RECOGNISING THE DIFFICULTIES EXPERIENCED AROUND SOLID WASTE MANAGEMENT IN MOMBASA, AIMS TO UNITE THE EFFORTS OF ALL THOSE AFFECTED, TO PURSUE CLEAR AND AGREED UPON ACTIONS THAT HAVE EMERGED FROM A DIALOGUE BETWEEN THE SIGNATORIES. THE MOU IS BORN OUT OF A REALISATION THAT LONG-TERM SUSTAINABLE CHANGE IS BEST PURSUED THROUGH A COLLABORATIVE PROCESS OF WORKING TOGETHER, IN WHICH EACH STAKEHOLDER BENEFITS FROM THE IMPROVED CIRCUMSTANCE OF THE OTHERS.

**BACKGROUND**

FINDINGS FROM PUBLIC FORUMS AND DIALOGUE MEETINGS HELD BETWEEN DECEMBER 2011 AND MAY 2012 FACILITATED BY TI KENYA, REVEALED THE PRIORITY CITIZENS ATTACH TO IMPROVING SOLID WASTE MANAGEMENT IN THEIR NEIGHBORHOODS IN MOMBASA. THE INTERRELATED NATURE OF THE PROBLEMS AND THE INTERDEPENDENT RELATIONSHIPS OF THE STAKEHOLDERS, MEANS THAT LONG-TERM SOLUTIONS ARE MORE SUSTAINABLE WHEN THEY EMERGE FROM A COLLABORATIVE AND MUTUALLY BENEFICIAL PROCESS. SUCH AN EFFORT INVOLVES TRUST FROM ALL STAKEHOLDERS AND A COMMITMENT TO UPHOLD THEIR PROMISES. CHANGE IS CLEARLY NEEDED AND CAN BE ACHIEVED.

IN JUNE 2012 A MEETING WITH STAKEHOLDERS WAS HELD IN MOMBASA. ALL PARTIES AGREED TO WORK TOGETHER TO ESTABLISH A DEVELOPMENT PACT (MOU) WITH AGREED ACTIONS TO IMPROVE SOLID WASTE MANAGEMENT IN A NUMBER OF NEIGHBORHOODS OF MOMBASA.

**TERMS OF THE PACT:**

**VISION**

THE VISION UNDERLYING THIS MOU IS TO IMPROVE SOLID WASTE MANAGEMENT THAT PROVIDES A SAFE AND CLEAN ENVIRONMENT WHERE USERS ARE INFORMED AND PARTICIPATE IN THE DECISIONS DIRECTLY AFFECTING THEM.

**GOALS**

THIS PACT EXPRESSES THE WILLINGNESS OF THE MUNICIPAL COUNCIL OF MOMBASA THROUGH THE DEPARTMENT OF WASTE MANAGEMENT AND THE RESIDENTS OF MOMBASA REPRESENTED BY THE THREE ORGANISATIONS THAT ARE SIGNATORIES TO THIS PACT TO WORK TOGETHER TO IMPROVE SOLID WASTE MANAGEMENT IN MOMBASA

**AGREED ACTIONS**

1. THE MUNICIPAL COUNCIL THROUGH THE DEPARTMENT OF WASTE MANAGEMENT COMMITS TO COLLECT GARBAGE FROM THE DESIGNATED COLLECTION AREAS ON A REGULAR BASIS AND SCHEDULE AS AGREED WITH THE RESIDENTS OF THESE COMMUNITIES.
2. THE RESIDENTS OF [THE COMMUNITIES REPRESENTED BY THE SIGNATORIES TO THIS MOU] COMMIT THEMSELVES TO TAKE MEASURES TO FACILITATE THE COLLECTION OF GARBAGE BY THE MUNICIPALITY.
3. STAKEHOLDERS SIGNING THIS DEVELOPMENT PACT COMMIT TO REPORT PUBLICALLY ON THE ACTIONS AGREED UNDER THEIR RESPONSIBILITY AS DEFINED IN THE PLAN OF ACTION.

**ROLES AND RESPONSIBILITIES**

STAKEHOLDERS SIGNING THIS AGREEMENT WILL WORK TOGETHER TO ACHIEVE THE ABOVE MENTIONED GOALS THROUGH A PLAN OF ACTION (ANNEX 1).

**DURABILITY AND IMPACT**

THE PRESENT MOU WILL BE MONITORED AND EVALUATED TO ENSURE THE COMPLETION OF THE ACTIONS TO BE CARRIED OUT BY EACH STAKEHOLDER HEADING TO THE ACHIEVEMENT OF THE GOALS.

WHILE THE PRESENT MOU IS NOT ENFORCEABLE BY ANY OF THE BELOW SIGNATORIES, IT HAS BEEN DEVELOPED IN A COMMON UNDERSTANDING THAT ONLY COLLECTIVE ACTION WILL HELP TO SOLVE COMMONLY EXPERIENCED PROBLEMS RELATING TO SOLID WASTE MANAGEMENT IN MOMBASA.

THIS MOU MAY ALSO BE EXTENDED TO OTHER AREAS IN MOMBASA DEPENDING ON INTEREST EXPRESSED BY CITIZENS AND CITIZEN ASSOCIATIONS IN THOSE AREAS.

**FACILITATION AND RESOLUTION OF CONFLICTS**

TI KENYA WILL CONTRIBUTE TO THE MOU IN AN EXTERNAL ROLE OF FACILITATOR AND INTERMEDIARY TO HELP AND ENCOURAGE DIFFERENT PARTIES IN THE IMPLEMENTATION OF ACTIONS AND IN NEGOTIATING A RESOLUTION OF ANY POSSIBLE CONFLICTS THAT MAY ARISE FROM THE IMPLEMENTATION OF THE MOU, AS WELL AS IN THE MONITORING OF THE ACHIEVEMENTS

**SIGNATORIES:**

**MUNICIPAL COUNCIL OF MOMBASA**

1. TOWN CLERK TUBANUN OTIENO .....
2. DIRECTOR OF WASTE MANAGEMENT.....

**CITIZENS OF MOMBASA**

REPRESENTING VOK SITE  
Moses, Ishmael, Moses, Juhudi, Mwaneni, Fauti Group

REPRESENTING OLD TOWN COMMUNITY  
ABBAS, SEIF, FAHADIMY

REPRESENTING MWEMBE TAYARI SITE  
KENNEDY OTIENO (MOMBASA TOWN PARLIAMENT)

REPRESENTING THE MOMBASA COMMUNITY  
OLD TOWN ELDERS CHAIRMAN

## Solid Waste Management: *Bringing the City of Mombasa and citizens together*

Solid Waste Management is a major problem in Kenya. It poses several challenges from clogged drainage and sewers, waterborne diseases like typhoid, cholera and diarrhoea, and increased upper respiratory diseases from open burning of the garbage. Many of the problems that persist within solid waste management in Mombasa do so because the system involves interdependent actors who have a history of poor communication. The interrelated nature of the problems and the interdependent relationships of the stakeholders, means that long-term solutions are more sustainable when they emerge from a collaborative and mutually beneficial process. Such an effort involves trust from all stakeholders and a commitment to uphold their promises. Change is clearly needed and can be achieved.

According to a recent study done by the Mombasa Integrated Solid Waste Management Project, Mombasa town produces 750 tons of waste daily.<sup>1</sup> Only a small portion of this is collected for safe disposal at the Mwakirunge dumpsite, the rest ending up in illegal dumpsites. Waste management has been the responsibility of local authorities but the scenario is changing with the realization that local authorities on their own are not capable of managing waste. This therefore calls for the need to cooperate with residents to do the same.

In order to strengthen the relationship and to formalise commitments and obligations between Mombasa residents and providers an official agreement was signed. The agreement known as a Development Pact was signed between the City of Mombasa and citizens of Mombasa.

### **Box 1 About:**

#### *Project Information*

*Transparency International Kenya is an autonomous chapter part of Transparency International, a global anti-corruption movement established in 1999, which carries out research, develops tools for the public and private sector, provides resources and advices to key stakeholders, facilitates sector initiatives, contributes to debates on integrity and accountable management. Since 2011, Transparency International-Kenya through ALAC Mombasa has interacted with the City of Mombasa and organised groups of citizens on a PTF funded project that sought:*

- 1. To increase transparency and accountability in the management of public resources.*
- 2. To enhance the responsiveness of the government to the needs of citizens.*

*Both parties were trained on anti-corruption and procurement. Citizens were enlightened more on the operations and structures of the City of Mombasa. Consequently, TI-K and City of Mombasa entered into a MOU in which citizens agreed to work together towards enhancing transparency.*

## Activities and Interventions

The Solid waste management pact is a signed agreement to define rights and obligations of Mombasa residents and City of Mombasa. As a basis for the pact, key stakeholders come together to identify integrity risks.

The Solid Waste Management pact was a culmination of activities and dialogue meetings held between December 2011 and May 2012. The discussions resolved that it was indeed possible and there was urgent need to address issues around solid waste management in Mombasa municipality.

In June 2012, a meeting with all stakeholders involved was held. All parties decided to keep working together to jointly improve the situation and to establish a Development Pact with agreed actions on the key challenges that

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<sup>1</sup> The study was funded by Community Development Trust Fund - Community Environment Facility (CDTF - CEF) with funds from the Government of Kenya and DANIDA with oversight of Destiny Africa as the Strategic Partner.

have already been identified. One of the challenges has been the reality that garbage is usually dumped in undesignated points. This poses a nightmare for those responsible for garbage collection. The other was the proliferation of unauthorised garbage collectors who collect garbage at a fee and then fail to dispose it at the designated dump sites. This ultimately poses a health hazard to residents living near these sites.

The Pact was developed in a common understanding that only collective action will help to solve commonly experienced problems relating to solid waste management in Mombasa. The development of the Pact was a process in which the actual situation was assessed and a desired future state described. The necessary steps to reach the desired future state as well as the willingness and ability of each actor to contribute to this process were then listed as the basis of the agreement. In a negotiation process a number of actionable improvements were jointly developed – for example parties agreed that the citizens would be sensitized on sorting out garbage. The recommendations for the pact were then developed in the consultative process with a facilitating organisation – in this case TI-Kenya.

#### *Expected Integrity Impacts*

The agreement between different actors in waste management in Mombasa and the related platform for dialogue is seeking to improve waste management by balancing duties and responsibilities of duty bearers vis a vis rights holders. In particular the pact seeks to:

1. Promote effective citizen participation in public service delivery, transparency and accountability.
2. Lead to commitment by the residents of Mombasa to sort out solid waste before dumping it and to dump in designated collection areas that will be agreed upon with the city of Mombasa.
3. Result to timely collection of garbage from the designated collection areas as agreed with the residents.
4. Increase public reporting on the actions agreed by the residents of Mombasa and the municipal council.

#### Box 2 Lessons Learned

- Dedicated champions are essential to establish and implement a Development Pact
- Verifying risks that have been identified with citizens as well as with providers is essential to establish a trust relationship , generate ownership and set the stage to bring both parties together.
- It is key to assess which improvements users and providers expect in order to generate willingness to contribute to finding solutions and to commit to specific actions
- Only a few but realistic goals should be set to which all parties can commit but that can generate reasonable and quick returns
- Point out the the mutual benefit of the agreement for users and providers as well as the need to define responsibilities and obligations on both sides

Box 3. Pact Signing Milestone log

- **January 7th 2013:** TI-Kenya receives confirmation from MCM for the signature of the Pact for 18th
- **January 11th 2013 :** ALAC officers have meeting with MCM officials from the Town Clerks office to discuss the Pact and agree on the signing ceremony logistics
- **January 17th 2013 :**
  - 10 :00 am : Roundtable meeting held with Pact stakeholders to review the Pact , purpose of the Pact and agree on the signing ceremony programme and schedule of events
  - 14:00 pm : ALAC officer deployed to MCM offices to set up for the signing ceremony and is informed the event is cancelled due to MCM employees going on strike and to advise all participants and the public of the same
  - 15:00 pm: TI-Kenya consults with the Town Clerk to confirm the information provided and is further advised to cancel the event. TI -Kenya undertakes to hold the signing ceremony regardless and hand over the signed Pact by the citizens to any MCM official present.
- **January 18<sup>th</sup> 2013**
  - 10:00 am: TI-Kenya and citizens meet at MCM grounds and sign the Pact amidst striking MCM officials, media and riot police.
  - 11:00 am : The citizens march to the Town hall entrance and present the signed Pact to MCM security officials to hand it over to the Town Clerk. The request is refused. A senior MCM official agrees for two citizens to enter the premises and drop off the Pact in the Town Clerk's office.
  - 12:30 pm: The Town Clerk contacts TI-Kenya and agrees to sign the Pact. TI-Kenya allowed into the Town Clerks office where the Pact is signed and witnessed by the Mayor. TI-Kenya and MCM agree to kick off Pact activities after the March 4<sup>th</sup> General Election
  - 1:00 pm : The signed Pact is presented to the citizens of Mombasa.

## **KAZUNGU MASHA'S STORY**

Mr. Kazungu runs a string of businesses within the Mishomoroni area of Mombasa municipality. One of the requirements of the businesses is complying with municipal council bylaws and regulations. One of the main bylaws stipulates that all businesses require permits every year. The municipal council officials have been mentioned often as gaining immensely from this requirement. The municipal council officials frustrate those who go to apply directly as provided for in the law. Most businesses are required to “talk nicely” (connoted to mean pay a bribe) or use a god father who is a broker. The officials ask for hefty bribes to “ease” the process.

Kazungu had for long suffered silently and would approach a godfather whenever his licences needed renewal. He reported to the ALAC that he lost colossal amounts of money through these unscrupulous persons. ALAC visited his area to conduct a public forum. He was deeply touched by what the team was teaching about and sought for legal aid thereafter. ALAC officers advised him on the need to contribute to the anticorruption fight by refusing to pay bribes to obtain services from the municipal council. Soon after the meeting he called the ALAC and explained that he had visited the offices of the municipal council and sought to renew his licences. As usual he was requested to talk nicely but he informed them that TI-K officials had informed him that it was wrong to part with bribes. He was served promptly and he received his licences.

## **TULIZZA COMMUNITY STORY**

Tullizza is a community based organisation working in one of the suburbs within the municipality. The group is involved in various activities aimed at giving youth an opportunity to earn a daily living. One of the main things that they do is recycling materials especially plastic materials and polythene bags. This way they assist to sort out garbage and reduce the amount of garbage generated from their suburb. They had been allocated one of the parcels of land owned by the community.

For some time their work complimented the work of the council in that they reduced the garbage before the council trucks would transfer the rest to the designated land fill areas. Increasing patronage was hampering their work. The municipal officials would continually harass the youths and arrest them on flimsy grounds. Later the land they were using was taken over by the council through a move that was unprocedural and manifestly illegal. The aggrieved brought the issue to the attention of the ALAC who forwarded the claims of patronage and corruption to the town clerk. The matter was resolved immediately and the concerned officials disciplined. Tullizza community continues to assist the residents tackle their garbage problem.







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**SIGNATORIES:**

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2. DIRECTOR OF WASTE MANAGEMENT.....

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REPRESENTING OLD TOWN COMMUNITY  
ABBAS, SEIF, SAHADY

REPRESENTING MWEMBE TAYARI SITE  
KENNEDY OTIENO (MOMBASA TOWN PARLIAMENT)

REPRESENTING THE MOMBASA COMMUNITY  
OLD TOWN ELDERS CHAIRMAN

## ANNEX 1. Plan of Action

The table that follows below summarises the agreed actions, the responsibilities, the timeline as well as the indicators of success.

GOAL/OBJECTIVE	ACTIONS AGREED	STATUS	RESPONSIBLE PARTIES	METHODOLOGY	ESTIMATED TIMELINE	INDICATORS OF SUCCESS
<p>The goal of this pact is to promote effective citizen participation in public service delivery, transparency and accountability.</p> <p>Its main objective is to improve solid waste management in Mombasa Municipality through citizen participation.</p>	<p>1. Consultation with Director in charge of waste management in COM to improve operations at the Bombolulu, Uwanja Wambuzi and Mwembe Taryari transfer stations and to implement pilot source separation programme</p>		<p>COM official, Bil Afif will represent the council at the meeting</p> <p>PCCG will represent the C.S.Os</p>	<p>Two roundtable meetings with all stakeholders</p>	<p>3 weeks -5<sup>th</sup> November 2012</p>	<p>Programme developed to increase citizen awareness and participation on transparency and accountability in solid waste management.</p>
	<p>2. Final consultation with the Mayor and Town Clerk to implement the programme</p>		<p>PCCG , COM</p>	<p>One round table meeting with all stakeholders</p>	<p>2 weeks-19<sup>th</sup> November 2012</p>	<p>Programme endorsed to increase citizen awareness and participation on transparency and accountability in solid waste management.</p>
	<p>3. One sensitisation forum on the operations of the council in solid waste management, enforcement of existing legislation, source separation and reporting of illegal dumping and corrupt practices</p>		<p>COM PCCG</p>	<p>Public meeting (baraza) with a Q&amp;A session</p> <p>A mobile legal aid clinic will be set up to educate the public on their rights and duties in the fight against corruption</p> <p>The public will also be encouraged to come forward with their complaints with officers' corrupt activities</p>	<p>1 month – 5<sup>th</sup> December 2012</p>	<p>Perceived improvements in the implementation by government institutions and service providers of pertinent laws, policies and regulatory frameworks.</p>
	<p>4. One participation forum on source separation, best practices in solid waste management</p>		<p>COM / PCCG/CSO's</p>	<p>Public meeting with real time demonstrations</p>	<p>1 month – 5<sup>th</sup> January 2012</p>	<p>Communities , CSO will be show at least a one-step increase to implement and monitor source separation and illegal dumping</p>

	5. One monitoring forum to assess improvements or lack thereof in solid waste management at the Bombolulu, Uwanja Wambuzi and Mwembe Taryari site.		CSOs COM PCCG	Public meeting with Q&A sessions  Media will be present at the event	1 month - 5 <sup>th</sup> February 2012	Individuals, families or communities experience improvements in the environment, through clean up of illegal dumps
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DRAFT

TRANSPARENCY INTERNATIONAL-KENYA

Project Name : Empowering Citizens to Hold and Demand for Accountability from Duty Bearers

Donor : PTF

Implementation Period : 1st September 2011 to 31st January 2013

FINANCIAL REPORT AS AT 31ST JANUARY 2013

Kshs

Item Description	Budget	Expended as at 31st December 2012	Expended as at 29th February 2012	Expended as at 31st May 2012	Expended as at 30th June 2012	Expended as at 27th August 2012	Expended as at 31st January 2013	Total Expenditures	% burn rate
<b>Objective 1: Develop the capacity of the local stakeholders identify and prevent corruption</b>									
<b>1.1 Hold 2 trainings on Council procedures in Mombasa</b>									
Conference facility and accomodation	350,000			196,195.00	180,000.00			376,195.00	107%
Transport facilitation	17,500			17,500.00				17,500.00	100%
Staff and facilitator travel	28,000			11,845.00				11,845.00	42%
Facilitator/ Expert allowance	25,000			21,810.00				21,810.00	87%
Staff Per diem	6,000			3,000.00				3,000.00	50%
<b>Subtotal</b>	<b>426,500</b>	<b>0.00</b>	<b>0.00</b>	<b>250,350.00</b>	<b>180,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>430,350.00</b>	<b>101%</b>
<b>1.2 Public Forums( Coast) to screen Kikulacho</b>									
Tent hire	10,000			5,000.00				5,000.00	50%
Transport and telephone for community mobilisers	8,000			3,750.00				3,750.00	47%
Staff travel	28,000			28,900.00				28,900.00	103%
Staff Per diem	6,000							0.00	0%
Snacks for participants	200,000							0.00	0%
PA system hire	10,000			10,000.00				10,000.00	100%
<b>Subtotal</b>	<b>262,000</b>	<b>0.00</b>	<b>0.00</b>	<b>47,650.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>47,650.00</b>	<b>18%</b>
<b>1.3 IEC materials production</b>									
2000 pamphlets on Frequently Asked Questions	200,000						197,200.00	0.00	0%
1000 T-Shirts	300,000			299,679.75		49,000.00	53,940.00	348,679.75	116%
<b>Subtotal</b>	<b>500,000</b>	<b>0.00</b>	<b>0.00</b>	<b>299,679.75</b>	<b>0.00</b>	<b>49,000.00</b>	<b>251,140.00</b>	<b>599,819.75</b>	<b>120%</b>
<b>Objective 2: Develop capacity of Mombasa municipality leaders and organised groups on anti-corruption strategies</b>									
<b>2.1 Hold 3 (2 days) training forums</b>									
Conference facility	216,000	119,385.00		94,615.00	2,275.00			216,275.00	100%
Transport facilitation	90,000	40,100.00		48,644.00	6,000.00			94,744.00	105%
Staff travel	30,000	6,460.00		21,490.00				27,950.00	93%
Staff accomodation(from Nrb)	36,000			36,788.00				36,788.00	102%
Staff Per diem	18,000			9,000.00	9,000.00			18,000.00	100%
Stationery	36,000	3,200.00		2,480.00	30,000.00			35,680.00	99%
	<b>426,000</b>	<b>169,145.00</b>	<b>0.00</b>	<b>213,017.00</b>	<b>47,275.00</b>	<b>0.00</b>	<b>0.00</b>	<b>429,437.00</b>	<b>101%</b>
<b>2.2 Hold 3 (1 days) monitoring meetings seperately</b>									
Conference facility	18,000					18,000.00		18,000.00	100%
Transport facilitation	7,500					1,440.00		1,440.00	19%
Staff travel	28,000					27,500.00		27,500.00	98%
Staff Per diem	3,000					3,000.00		3,000.00	100%
Stationery	3,000					3,000.00		3,000.00	100%
<b>Subtotal</b>	<b>59,500</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>52,940.00</b>	<b>0.00</b>	<b>52,940.00</b>	<b>89%</b>
<b>Objective 3: Conclude, sign and monitor development pacts</b>									
<b>3.1 Three (2 )day workshop on development pacts (residential)</b>									
Conference facility & accomodation	420,000			367,500.00	56,000.00			423,500.00	101%
Transport facilitation for CSO representatives	17,500			9,280.00	8,339.96			17,619.96	101%
Staff travel	28,000			22,850.00				22,850.00	82%
Staff Per diem	6,000			4,500.00				4,500.00	75%
Stationery & communication-airtime	10,850				10,000.00			10,000.00	92%

Item Description	Budget	Expended as at 31st December 2012	Expended as at 29th February 2012	Expended as at 31st May 2012	Expended as at 30th June 2012	Expended as at 27th August 2012	Expended as at 31st January 2013	Total Expenditures	% burn rate
<b>Subtotal</b>	<b>482,350</b>	<b>0.00</b>	<b>0.00</b>	<b>404,130.00</b>	<b>74,339.96</b>	<b>0.00</b>	<b>0.00</b>	<b>478,469.96</b>	<b>99%</b>
<b>3.2 Dialogue meetings, half days</b>									
Meeting room hire, tea & snacks	36,000			4,400.00		2,500.00	22,540.00	6,900.00	19%
Transport facilitation for participants	15,000						8,500.00	0.00	0%
Staff travel	28,000			10,836.00	15,000.00		8,773.00	25,836.00	92%
Staff Per diem	3,000				5,076.00		1,500.00	5,076.00	169%
<b>Subtotal</b>	<b>82,000</b>	<b>0.00</b>	<b>0.00</b>	<b>15,236.00</b>	<b>20,076.00</b>	<b>2,500.00</b>	<b>41,313.00</b>	<b>79,125.00</b>	<b>96%</b>
<b>3.3 Development &amp; signing of the development pacts</b>									
Venue during the signing ceremony(breakfast)	42,000						91,200.00	91,200.00	217%
Transport facilitation for participants	17,500						5,499.00	5,499.00	31%
Staff travel-one from Nairobi, 2 Msa	20,000						37,200.00	37,200.00	186%
Stationery & communication-airtime	5,000						13,750.00	13,750.00	275%
	<b>84,500</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>147,649.00</b>	<b>147,649.00</b>	<b>175%</b>
<b>3.4 Monitoring of development pacts, half days, 2 times, last quarter</b>									
Meeting room hire, tea & snacks	36,000							0.00	0%
Transport facilitation for participants	15,000							0.00	0%
Staff travel	28,000							0.00	0%
Staff Per diem	3,000							0.00	0%
<b>Subtotal :</b>	<b>82,000</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0%</b>
<b>Programme costs( total</b>	<b>2,404,850</b>	<b>169,145.00</b>	<b>0.00</b>	<b>1,230,062.75</b>	<b>321,690.96</b>	<b>104,440.00</b>	<b>440,102.00</b>	<b>2,265,440.71</b>	<b>94%</b>
<b>Administrative Costs 10% of Total project costs</b>	<b>240,485</b>	<b>62,241.25</b>	<b>4,693.48</b>	<b>62,039.96</b>	<b>0.00</b>	<b>111,510.00</b>	<b>0.00</b>	<b>240,484.69</b>	<b>100%</b>
<b>Grand Total( Kshs)</b>	<b>2,645,335</b>	<b>231,386.25</b>	<b>4,693.48</b>	<b>1,292,102.71</b>	<b>321,690.96</b>	<b>215,950.00</b>	<b>440,102.00</b>	<b>2,505,925.40</b>	<b>95%</b>

**Notes:**

1. We reallocated the budget to facilitate the printing of Development Pact Tool Kit and brochures
2. The following activities took place during this period:
  - a) Development Pact Signing Ceremony in Mombasa
  - b) Printing of Development Pact Tool Kits and Brochures

**Summary of advanced funds balances:**

1st Disbursement	1,166,872.15
2nd Disbursement	708,933.75
Total Amount Received	<b>1,875,805.90</b>
Less expenditure to date ( as per this report)	2,505,925.40
Balance	<b>(630,119.50)</b>

Justin Mutie  
Finance & Administration Manager

**SUBMITTED TO**  
**PARTNERSHIP FOR TRANSPARENCY FUND (PTF)**

**AREAS IDENTIFIED IN THE PACT**

The areas identified in the discussions preceding the signing of the pact are the same areas that are featured in the final pact.

VOK site is the main site within the Bombolulu area and therefore not a substitute. This site has retained notoriety for illegal dumping but most recently enough efforts have been initiated to reverse the trend. The pact was the largest single initiative.

The negotiations identified Uwanja wa Mbuji dumpsite. Its important to clarify that this dumpsite is a site within Old Town.

Another site is Mwembe Tayari which is a site within the central business district. These additional sites were specifically identified by the clerk to the municipal council. The parties also agreed that the areas covered under the pact were just the initial areas and additional areas would be explored.

**SIGNATORIES TO THE PACT**

During the signing of the pact, the participating organisations identified the particular organisations that work in each dumpsite and recommended that they sign as the representatives. Two groups (Juhudi maweni youth group and Mombasa youth parliament) are part of Tulizza community based youth group. The groups operate from the respective areas indicated in the pact. As will be seen from previous documentation, tulizza has been a close and Key player in the events leading to the signing of the pact. Tulizza is an umbrella organisation that brings together numerous youth groups that work on issues of waste management in the Mombasa area. Therefore the decision to appoint the various groups was made by them to ensure there was ownership on the part of those groups involved in the day to day operations at the identified dumpsites.

Therefore in terms of moving the work forward and ensuring that the gains envisioned by the pact are met the key actors had to be brought on board. The individuals from the youth groups who signed the pact are re-known for their constant engagements with the department of waste management at the council and will therefore easily entrench the vision of the pact in their day to day engagements with the council.

The representative from old town community is a key player in the mobilization of the old town community. He has attended almost all the meetings held under the project and the decision to appoint him to sign was reached unanimously by his peers.



#### ADDENDUM TO THE PROJECT COMPLETION REPORT

The team also proposed that the chairman of the old town elders council be the one to sign on behalf of the entire Mombasa community. Being an elder he commands due influence and respect from both the community and the government agencies. He would act as the focal point of contact anytime each of the parties to the pact either the local government authorities or the Mombasa community wanted to pass any information. His coming on board and agreeing to sign the pact gave it immense credibility. He will remain a key actor in the activities envisioned after the signing.

#### DATES IN THE ANNEX

While most of the dates indicated in the pact had already passed, before the signing of the pact, TI-K convened a meeting for the parties to discuss a proposed time plan. It is however important to note that the only activities outstanding after the signing were sensitization forums and the monitoring part. The timeframes for the outstanding activities are provided in the amended annex. The timelines are as agreed to by all parties after brief consultations on March 18<sup>th</sup> 2013.

ADDENDUM TO THE PROJECT COMPLETION REPORT

**ANNEX 1. Plan of Action**

The table that follows below summarises the agreed actions, the responsibilities, the timeline as well as the indicators of success.

GOAL/OBJECTIVE	ACTIONS AGREED	STATUS	RESPONSIBLE PARTIES	METHODOLOGY	ESTIMATED TIMELINE	INDICATORS OF SUCCESS
<p>The goal of this pact is to promote effective citizen participation in public service delivery, transparency and accountability.</p> <p>Its main objective is to improve solid waste management in Mombasa Municipality through citizen participation.</p>	<p>1. Consultation with Director in charge of waste management in COM to improve operations at the Bombolulu, Uwanja Wambuzi and Mwembe Taryari transfer stations and to implement pilot source separation programme</p>		<p>COM official, Bil Afif will represent the council at the meeting</p> <p>PCCG will represent the C.S.Os</p>	<p>Two roundtable meetings with all stakeholders</p>	<p>3 weeks -5<sup>th</sup> November 2012</p>	<p>Programme developed to increase citizen awareness and participation on transparency and accountability in solid waste management.</p>
	<p>2. Final consultation with the Mayor and Town Clerk to implement the programme</p>		<p>PCCG , COM</p>	<p>One round table meeting with all stakeholders</p>	<p>2 weeks-19<sup>th</sup> November 2012</p>	<p>Programme endorsed to increase citizen awareness and participation on transparency and accountability in solid waste management.</p>
	<p>3. One sensitisation forum on the operations of the council in solid waste management, enforcement of existing legislation, source separation and reporting of illegal dumping and corrupt practices</p>		<p>COM</p> <p>PCGG</p>	<p>Public meeting (baraza) with a Q&amp;A session</p> <p>A mobile legal aid clinic will be set up to educate the public on their rights and duties in the fight against corruption</p> <p>The public will also be encouraged to come forward with their complaints on officers' corrupt activities</p>	<p>Within two months after March 2013.</p>	<p>Perceived improvements in the implementation by government institutions and service providers of pertinent laws, policies and regulatory frameworks.</p>



ADDENDUM TO THE PROJECT COMPLETION REPORT

	4. One participation forum on source separation, best practices in solid waste management		COM / PCCG/CSO's	Public meeting with real time demonstrations	Within two months after March 2013.	Communities , CSO will be show at least a one-step increase to implement and monitor source separation and illegal dumping
	5. One monitoring forum to assess improvements or lack thereof in solid waste management at the Bombolulu, Uwanja Wambuzi and Mwembe Taryari site.		CSOs COM PCCG	Public meeting with Q&A sessions  Media will be presentat the event	Within three months after March 2013.	Individuals, families or communities  experience improvement s in the environment , through clean up of illegal dumps