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Executive Summary

This report presents a summary of the achievements, challenges and experiences of the Institute of Economic Affairs (IEA-Kenya) during its partnership in the Think Tank Initiative partnership for the ten-year period from 2009 to 2019. The Partnership pursued 3 objectives i.e. to strengthen the research capacity of IEA, to strengthen systems and organizational capacity of IEA-Kenya and to enhance the policy engagement.

The most salient change and achievements of the IEA-Kenya that is attributable to the participation in the Think Tank Initiative (TTI) partnership is in the scaling up of the capability of its internal staff to conceive and undertake high quality and relevant policy research in Kenya. Through the provision of financial and other material resources, the IEA-Kenya built up its in-house research capacity and has become virtually self-reliant in generating knowledge that is consequential to understanding and making policy in Kenya. This was accomplished through clear focus on the education of staff at both management and research by supporting their education and allowing them to pursue courses and other short term exposure to cutting edge research both in Kenya and outside the country. The result of this investment has been demonstrated in the fact that the quantity of the research that was generated has risen substantially over the time period of this research.

Regarding the second goal of strengthening organizational systems, the IEA-Kenya records that during the partnership it was able to make material investments in equipment, knowledge and expertise that enabled it to perform its core functions. In particular, the IEA-Kenya invested in digital tools and equipment that enabled it to monitor and control all resources in its care. These investments included systems for financial management, control and reporting and they came with training for the core staff together with customization of reports to allow for proper monitoring of both financial and human resources. Thus there is no doubt that the IEA-Kenya's systems are sufficiently robust and enable its management and board to generate useful reports and make decisions that are sound and accurate. It has also introduced mechanisms for the Board of Directors to generate reports on their own performance and assess their effectiveness in reference to the institution's mission and values.

Being an institution that generates policy research for public education and policy engagement with decision makers, the most visible part of the IEA-Kenya's work is its communication and interaction with core audiences. During this partnership, the IEA-Kenya leveraged many policy communication tools including social media and other digital communication to pass its messages but also to alert these audiences to its research. In the ten-year duration of the Think Tank Initiative (TTI), the IEA-Kenya undertook many experiments with a variety of communications methods but also produced policy relevant communication materials for diverse policy audiences including Kenya's parliament, the media, our membership and professional associations in Kenya.

In all these areas, the IEA-Kenya was guided by the assurance of core funding in addition to the vast experience of the TTI management teams and their accessibility and focus on sustaining improvement. These capabilities in each of the three goals of the partnership have placed the IEA-Kenya in an invaluable position in a global environment where think tanks have great opportunity and even challenges ahead.

1.0 Objective and Progress towards milestones

Through the support from the Think Tank Initiative, the IEA-Kenya has made significant strides towards overall organizational objectives related to the three pillars as described below.

Research Quality

In the period before 2009 and during the formative stages of TTI support, the IEA-Kenya was to some extent reliant on consultants in undertaking research work. However over the years, we have gradually become less reliant on consultants owing to enhanced in-house research capacity and overall organisational capacity as well as collaboration with other think tanks and research organisations. Majority of the IEA staff has participated in both short term and long term training courses (university undergraduate, post graduate and Phd) and used the acquired skills to strengthen the research quality and management process.

In regard to the actual research process we have certain parameters that ensure that we maintain quality and rigour. On the one hand, we procured various statistical package tools including the R and Stata which we are already using for collation and analysis of data. To this end, we have increasingly stepped up research methodology from descriptive analysis to other more rigorous approaches including regression. At the same time we have improved in the way we present research findings.

Related to the point above, we have a research quality control document that briefly outlines clearly the process for topic selection, the drafting of concept note and the choice of methodology before the commencement of the formal research. This document also sets out the appropriate mechanism for managing the review of the drafts and editing of the research output before it is approved for publication and dissemination.

Access to IDRC databases has also been very useful in regard to not only keeping abreast with research work by other think tanks but also an important repository for literature and research publications.

Overall, to supplement skills acquired through training, we have for over a period of overall three years being walking and engaging with a renowned senior economist to continuously mentor us on strengthening research and writing skills. This engagement is on a more consistent basis unlike in the past when it was on ad hoc basis. This senior economist in some ways serves to backstop especially on conceptualization of new research ideas and in the methodology process.

In some instances, we have also and continue to partner and collaborate with other TTI supported institutions and universities in order to exploit synergies and share expertise. For example, we partnered with Keogh School of Global Affairs, US on political economy analysis of devolution in Kenya, partnered with the Africa Research Institute, UK on research in labour markets and middle class just to mention but a few. We have also partnered with think tanks such as Lithuania Free Market Institute and more recently we will be undertaking research work to inform division of revenue policy in Kenya with a US based think tank called the Urban Institute. On the same note we have collaborated with a number of local think tanks such as International Budget Partnership

Kenya especially in public finance management work as well as in trade and development (CUTS) and on the area of economic regulation (See chart annexe 2).

Milestones

- The IEA-Kenya improved tremendously in the think tank global index report from 2009 to 2019 as a go to think tank and one with most impact on public policy among the top Think Tanks in Kenya and Sub-Saharan Africa. According to the 2009 Global Index Report the IEA-Kenya was placed at position 3 in Kenya and 25 in Sub-Saharan Africa and improved to position 10 in Sub Saharan Africa in 2018. This programme involves assessment and ranking of think tanks and other civil society actors worldwide in various categories, and it is conducted by [The Think Tanks and Civil Societies Program \(TTCSP\)](#).

Organizational performance

On the objective of improving research and organizational management skills, as noted in the on research capacity, a number of IEA-Kenya staff have undergone both short term and long-term training courses (see annexe 1). Both the research/programme staff as well as support staff have benefitted in the training courses largely through the TTI capacity development support. The IEA-Kenya management team continuously encourages staff to enroll for necessary courses based on annual performance assessment where staff note training and capacity needs.

As far as exchange programmes are concerned, we have had visits from a few regional thinks tanks, such as IPAR, Rwanda to learn from each other on organization management, financial sustainability and research capacity among other areas. On a related point, the IEA-Kenya went for benchmarking visits to thinks tanks largely in the US to learn and exchange notes on research and organizational management skills. IEA-Kenya has engaged in various fora and survey undertaken by the Partnership for African Social and Governance Research (PASGR) towards understanding and strengthening collaboration between Think Tank and Universities in Africa (see annexe 2).

On institutional support and system enhancement, the IEA-Kenya acquired office equipment and systems which include; desktop computers and laptops; PR system and the server; furniture and the biometric system. To help in tracking programme implementation and evaluation of performance as well as overall management and operation of the organisation, we have now fully completed the installation and synchronization our structures into the ERP system. We have made progress in other related mechanisms towards strengthening systems through revision of the Human Resource policy. In addition to this we recently developed a couple of safeguarding policies against anti-corruption, whistle blowing and sexual harassment.

Again through the TTI support and Business model training we developed resource mobilization and business model plan that are geared towards proper fundraising and strategic costing of projects as well as identifying opportunities for new products with a view to enhancing financial sustainability. We are currently in the process of finalizing our new strategic plan 2019-2023 informed by the training on business model plans. As a result of all these initiatives IEA-Kenya has managed to stabilize its staff turnover.

On the part of corporate governance, we have developed a self-assessment tool for the Board that will go a long way to strengthen their oversight, leadership and management roles. Part of this tool actually clarifies what is expected of Board members, their terms of reference.

Milestones

- In 2016, IEA was ranked first in Africa, among other think tanks, for the second consecutive time, and conferred the maximum 5-star rating by [Transparify](#) as a highly transparent organization in regards financial transparency.
- According to the 2015 [Transparify](#) Report on *How Transparent are Think Tanks about Who Funds Them*, IEA gained the highest possible rating. Institutions rated with the maximum of five stars are highly transparent about who funds them.
- Increase in number and quality of research output (see annexe 3)
- Staffing-highest number of interns who have transited to research assistants
- Increased meetings and engagement from private sector organizations seeking to obtain information on the economic, social and political state of play/context for use to advice prospective investors

Policy engagement

The IEA-Kenya normally undertakes a socio-economic and political contextual of the country for every five years and this is often outlined in the Strategic plan to inform our strategic policy interventions and communication strategy. As was noted earlier we have undertaken a 5 year context which we have captured in the strategic plan that we are in the process of completing. Through our annual staff retreats we always review the context of the country. The objective of this exercise is to guide our response to changes and to inform policy engagement strategies and approaches.

To enhance outreach and dissemination of our outputs from research and policy analysis, we have over the years been used various tools to repackage our outputs into diverse advocacy materials. Beyond using policy briefs for policy engagements we have increasingly used infographics, blogs, podcast as well as social media (face book, twitter and YouTube). In fact this was made possible through the TTI support where a consultant trained and assisted in converting research into policy action. In the recent past we are increasingly using animations for data visualizations. On this point we are in the process of revamping our website to not only make it more visually appealing but to also make it easy to navigate and indeed more interactive. The entire loop and support platform will be completed via the soon to be revamped website.

Over the years we have expanded our outreach to different audiences including policymakers, civil society organizations, private sectors and professional bodies, studies and the general public both at the national and county government levels. This is in part explained by the research quality and engagement in topical and contextual issues but also our use of diverse advocacy materials. In addition our presence in media interviews, in social media debates as well as through public forums and participation in local and international conference has played a part in increasing our visibility which has in turn resulted to expanding our outreach.

We have continued to engage a wide range of stakeholders and IEA-Kenya membership through our policy magazine as a major dialogue platform with some success. In total we have had about six issues of the policy magazine that contributed to knowledge and policy dialogue on diverse thematic areas.

Milestone

- Go to think tank for insights and data on economic issues from the media, private sector and civil society organizations.

2.0 Synthesis of Results

Changes in behavior, capacities, actions or relationships within your thinks tank, its researchers or organizational staff, relation to networks or other research institutions?

From an in-house or internal perspective, one of the evident outcomes is that whereas the focus was with realization of individual programme objectives, this has changed over time to increased joint inter-programme or across programme work towards realization of IEA-Kenya objectives and mission. Stated differently there is more inter programme implementation of projects.

On the point above, another notable outcome is that support staff is not only providing administrative support but also engaging in varied degree in research and public policy work as well as in policy engagement fora. This has collectively enhanced synergies and capacities and teamwork.

Increasingly the IEA-Kenya has made in-roads in new areas such as in revenue analysis and in urbanization and governance on the back of building research skills and collaboration. This is also driven by response to demand.

Outside the IEA-Kenya, we have seen rise in requests for partnership and collaboration from our peers to engage in joint public policy and advocacy work. For example, we have engaged on joint analysis and forum on the policy of division of revenue with the International Budget Partnership Kenya and the Institute of Social Accountability (TISA). In other occasions we have had joint media engagement. Of note too is participation as members of networks. We are currently member of the East Africa Tax and Governance Network (EATGN) and some of the inputs we have recently made is contribution to memo on analysis of the Finance Bill that was shared to the National Assembly.

Another notable outcome is that the request or approach for collaboration is beyond our peers but also from some government agencies such as the National Gender and Equality Commission (NGEC); Council of Governors and increasingly from various private sector bodies including Kenya Association of Manufacturers (KAM); Kenya Private Sector Alliance (KEPSA) and Kenya National Chamber of Commerce and Industries (KNCCI). Most of the request has been for the IEA to provide inputs and insights on the economy and in particular issues that are of concern to

the each of the respective entities such as manufacturing, economic regulation, trade opportunities and so on.

Changes in behavior, capacities, actions or relationships of research users or those affected by the research process or findings?

Among the various users of our research outputs, what we have noted based on feedback and our own evaluation is that universities and other institutions such as the Kenya School of Government (KSG) are using our work as lecture materials. For example a number of our budget analysis work is used in KSG as part of PFM module. Conversely college students reference and cite IEA-Kenya materials in their studies and thesis.

The media on their have used IEA work as source of data for newspaper articles and for TV debates. For instance IEA-Kenya had a running column in one of the leading newspapers, the Standard on “Ask the Economist” which would respond to questions asked by readers and related economic theory and principles. For the Nation newspaper the other leading newspaper we presented data that was used for newsplex as factsheet presentation of data.

The financial institutions and in particular commercial banks is another category of growing users of our research outputs. In fact about three commercial banks together with the Kenya Bankers Associations have the IEA-Kenya on numerous occasions to make presentations or to be discussant in some of their event. For example, the IEA-Kenya has participated and contributed to every annual half year economic outlook events for the Commercial Bank of Africa.

Policy influence (e.g. expanded policy engagement capacities of researchers; strengthened communication functions; broadening policy horizons of policymakers and specific policy influence stories, including any development outcomes of the influence)?

Based on a good understanding of the policy and political landscape in Kenya and through the various working relationships we have built over the years with the executive and the legislatures, the IEA-Kenya has and continues to participate in various policy windows. We have made inputs and presentations in a number of task force and policy reforms initiatives including:

- IEA-Kenya was involved in the development of the second and third Public Finance Management Reforms Strategy 2013 through the National Treasury constituted task force on PFM
- Through our work on public sector wage policy the IEA-Kenya made contributions to the Capacity Assessment and Rationalization of Parastatals reforms report
- Through our work on social accountability we have influenced reforms in service delivery of Technical and Vocational Education Training in counties of Baringo and Nakuru
- We were also very instrumental in contributing and igniting policy dialogue on urban governance and planning which served as a jolt for a number of counties including Kisumu to establish urban areas structures as provided for in the Urban Areas and Cities Act, 2011. These structure are critical in the management of urban area (see annexe 4: for the policy influencing story)

- We have specific policy influence stories in the budget formulation policy window. The IEA-Kenya every year undertakes pre and post budget analysis and advocacy with a view of not only influencing government budget proposals but also to contribute to enhancing participatory budgeting and policy engagement.

In the pre-budget stage, the IEA has for the last four years jointly with the International Budget Partnership (IBP) Kenya and more recently partnered with The Institute of Social Accountability (TISA) analyzed and produced memo on the Division of Revenue Bill (DoRB). These two organizations together with IEA are members of the Public Finance Thematic Group of the Parliamentary Initiative Network.

Using our analysis, we have collectively contributed to informed media and public debate on the division of revenue between the national and county government levels through public fora. In these discussions we have raised questions, for example, around inconsistency of criteria for national revenue growth factor as a basis for vertical division of revenue and on criteria (equality vs equity) for distribution of some conditional grants/funds. These issues have so far not been resolved but our discussions and engagements have contributed to better parliamentary scrutiny, public and media debates and reporting (link for a newspaper article <http://www.standardmedia.co.ke/article/2000195808/cra-accuses-state-of-fighting-devolution>)

Moreover, the IEA-Kenya has also been receiving enquiries and requests from some county governments to assist with the development of certain budget documents, particularly the County Fiscal Strategy Paper, which is a pre-budget statement. For example, the IEA prepared a brief/guide on the things that Kisumu County, based on their request, should factor in preparation of their County Fiscal Strategy Paper in 2014.

Strengthened communications functions

With the help of the Mentor/Consultant assigned to us by Think Tank Initiative's Policy Engagement and Communications Program, IEA developed its first communication strategy which was integrated with the organization's wider objectives. The communication plan has been used as a guide to plan for communication activities for particular projects and to disseminate researches relevant target audiences.

Strengthening of IEA Communication Products

In light of some apparent weaknesses in IEA's existing products, the mentor (Nick Benequista) working closely with the communication officer – IEA developed templates for the "Bulletins" and "Media Briefings" for IEA's target audiences specifically policy makers and the media. In addition, as a result of the PEC program – IEA started developing infographs (Data Visualisations-presenting information in graphical format that can be easily digested) for its wider target audiences a communication tool that was not utilized before. Also, monthly e-newsletters, press releases, podcast and blogs are some of the tools/communication vehicles that IEA has been using as recommended by the mentor.

It through the workshop that IEA created a social media presence – Twitter, Facebook, Youtube and other social media platforms are excellent for dissemination, outreach and visibility purposes.

In using social media, IEA Kenya has benefited in many ways. We have been sharing our research with our followers, sending direct invites to different people including policy makers, seeing an increase in the number of visitors to the IEA Kenya website, answering pertinent questions asked by our followers and getting new ideas and suggestions on how to improve our work, and thinking about what new research or what events to consider doing for the public.

Lessons learned about approaches to elements for organizational strengthening, building capacity or influencing policy or practice? What problems arose, and what changes in orientation occurred? Were certain aspects of the project design particularly important to the degrees of success of the project?

With regard to influencing policy or practice, one of the lessons learned is on the importance of not only having contacts at the top leadership level but also have that the programmatic/technical level. In addition, invitation of stakeholders in our meetings and events including launches and public forum as well validation meeting and in reciprocity attending meetings/event organized by government officials and the legislature is critical to cementing working relationships, which is the first step to influencing policy.

On organization strengthening, improvement of management capacities and that for Board oversight creates convergence in overall management of the organization. We noted that for the management team being awareness of the status of financial position of the organization and engaging the Board on a regular manner through the Board Financial Committee will ensure that we are on top of things regarding financial sustainability. On the same token, sharing with the Board Programme Committee on the progress of project or implementation of the work plan was useful in keep challenges at bay or coming up with mitigating measures whenever there are implementation challenges.

There are a number of factors with regard to project design that were important to the success of the project. Support by TTI in the three pillars of organizational performance, research quality and policy engagement is the foundation to strengthening financial sustainability of the organization as well as the capacity to develop research content and engage on this content to influence policy and impact on change. Provision of funds for staff capacity development coupled trainings on various modules (proposal writings, business model action research and so on) linked to the three pillars is indeed credited for the success of the project.

What contributed to these results and what lessons did you draw from the experience?

Implementation of things that we learnt from TTI supported in organizational strengthening in terms of enhancing board oversight and it slink to the management team as well as training in strengthening research and policy engagement capacities enabled us to be all rounded and well packaged in discharging our mission and objectives. The idea of the training and exchanges with other think tanks was to learn and ensure that we put a good foundation in our financial sustainability, identify and strengthen weak points and build our capacity to engage in rigorous research in order to influence policy dialogue and reforms.

Furthermore strengthening our systems both hardware and software (revision of HR policy) was another contributor to improve results and outcomes

Overall the lessons we have drawn from the experience is that the survival of any think tank is actually based on the three pillars of research capacity, organization performance and policy engagement. Therefore there is need for mechanism to monitor and evaluate these pillars and indeed some of the sub pillars to inform areas that need strengthening, tweaking and so on.

What was the role of other organizations or donors in this project? How was this relationship managed?

On the part of other organizations their role was to partner on some policy analysis work or policy engagement as well as sharing research experiences. These organizations came in handy in not only leveraging skills on joint advocacy work but also amplifying our voices when it came to advocacy. These organizations also played a part in provision of information and validation of research outputs.

As for the donors, one of the roles was to co-fund which provided interesting lessons to the IEA-Kenya in regard to reporting and managing the project. The example of this was with regard to the Think Tank Opportunity Fund. Equally donors were a critical stakeholder who provided information and linkage to important informants/ contacts but also in peer review of our work.

For these two disparate entities, the IEA-Kenya always kept and appraised their database and invited them for our events to manage and sustain the relationship. The Communication team always kept these entities updated on what the IEA-Kenya was doing through emails, our website and social media.

3.0 Problems and Challenges

The Institute of Economic affairs (IEA-Kenya) has benefitted from its selection for both phases of the Think Tank initiative. This is because that qualification confirmed the relevance of the work to Kenyan and regional development. In addition, the support elevated the profile of the IEA-Kenya as a key source of ideas and as a convener of important discourses in Kenya's public affairs. The key challenge is that the conscious pursuit of a sustainability model was not adopted early enough and the consistent provision of core funding may have created a sense of security for much longer than was ideal. The IEA-Kenya suffered a shock in financing during the last quarter of Phase II and this created even greater dependence upon the TTI support.

The main risk that IEA-Kenya faced was that at the end of the TTI Phase 2, the institution would have to shrink its staff size. This risk was real and was recognized and brought to the attention of the Board of directors. Their decision was made and the management team asked to make a contingency plan to ensure sustainability beyond the Think Tank Initiative Phase 2. This led to a decision to freeze hiring costs and to reduce non critical forms of policy engagement.

Coincidentally, the TTI team had noted too that a similar challenge faced other think tanks in the region and facilitated a series of workshops to enable peer institutions to develop sustainability models. Through this Action research process, the IEA-Kenya developed the idea of establishing a formal endowment fund and designed it for approval by the board of Directors. This endowment

fund concept is established and the milestones for its complete implementation have been put in place.

The second challenge that was faced and which is common to both phases of the TTI partnership is in relation to completion of research. Because of the reporting requirements, the IEA-Kenya planned for one-year research projects for each of its thematic areas. However, because of the challenges of data acquisition from the public sector in Kenya, a small but significant number of the studies would be completed much later. This approach is systematic but it was not always compatible with government policy making cycles. The IEA-Kenya responded to this by adjusting the research plans in every year to allow for a research topic that would be determined by a scan of the policy environment before the study would commence. This allowed for a greater alignment between the research output at the IEA-Kenya and the policy process. The main lesson is that flexibility that core funding arrangements provide are critical for policy engagement because the timing for policy change is not always predictable.

The process of collecting data, primary and/or secondary more often contributes to delays in completion of research outputs. As much as the Constitution provides for public access to public information, there are instances where some of this information is not provided to the public. For example whereas information on public debt, its composition, terms and structure is generally available some salient information like publicly guaranteed debt to parastatals is often not always readily accessible. For primary data, sometimes the challenge is often on timely approval to interview public officers as well as their availability. To overcome these challenges, the idea is to continue to establish and strengthening existing working relationships but at the same time involve some of these officers from the concept stage of research work.

4.0 Administrative Reflections and Recommendations

In the experience of the Institute of Economic affairs (IEA-Kenya), the TTI partnership represents the highlight of our work. This is not only because it is the longest and most sustained partnership that the IEA-Kenya has had but also the largest in terms of funds and other resources placed at our disposal. The duration allowed the IEA-Kenya to honestly assess and improve its systems and acknowledge internal weaknesses of the institution and to respond positively to that feedback.

The greatest challenge that we the IEA-Kenya faced in Phase 2 of the TTI partnership is in respect of reporting and this was not for neglect of the importance of the need for accountability. The main challenge was that we did not receive written feedback on the overall quality of the report and specific formal communication on how to improve the report and make it more useful for our programme managers at the TTI. The annual visits were usually a good forum for feedback and we always benefitted from them. The recommendation that the IEA-Kenya makes is that given the detail and the depth of the reporting instruments, the TTI partnership should have considered the opportunity for feedback on the overall quality of the report and the means for improving its contents and scope.

A second recommendation in respect of reform is also that the overall number of reports were modest but the details were deep. In our view, perhaps a template for the collection of data during the year could have been recommended to partners at the commencement of Phase 2. The result of this is that institutions that may have had breaks in leadership or in the reporting officers would

have had a history of the data that is required and used that for self-improvement whenever these changes occurred.

On the whole however, the TTI Partnership in both phases was a sterling success for the IEA-Kenya. It remains a highlight of the IEA-Kenya's work and led to great improvements in its systems, management and policy research and engagement. The flexibility that it allowed and the concern and assistance from our Programme Officer is recognized by our staff and the Board of Directors. This project has created the IEA-Kenya anew. We are proud to have been a member of this partnership and will continue to cite our achievements as the crown jewels of our success from 2009 and well into the future.

5.0 Annexe

Annexe 1: Organisational Performance

On organisational capacity building for quality research, the management staff and other IEA staff participated in short term courses while others applied for long-term courses to strengthen the capacity of management in research skills, which include university degrees.

In addition, the management staff led by the Chief executive officer participated in several benchmarking activities in the UK and the USA. The objectives of the benchmarking exercise were to acquire best practices from some of the best Think Tanks in the aforesaid countries.

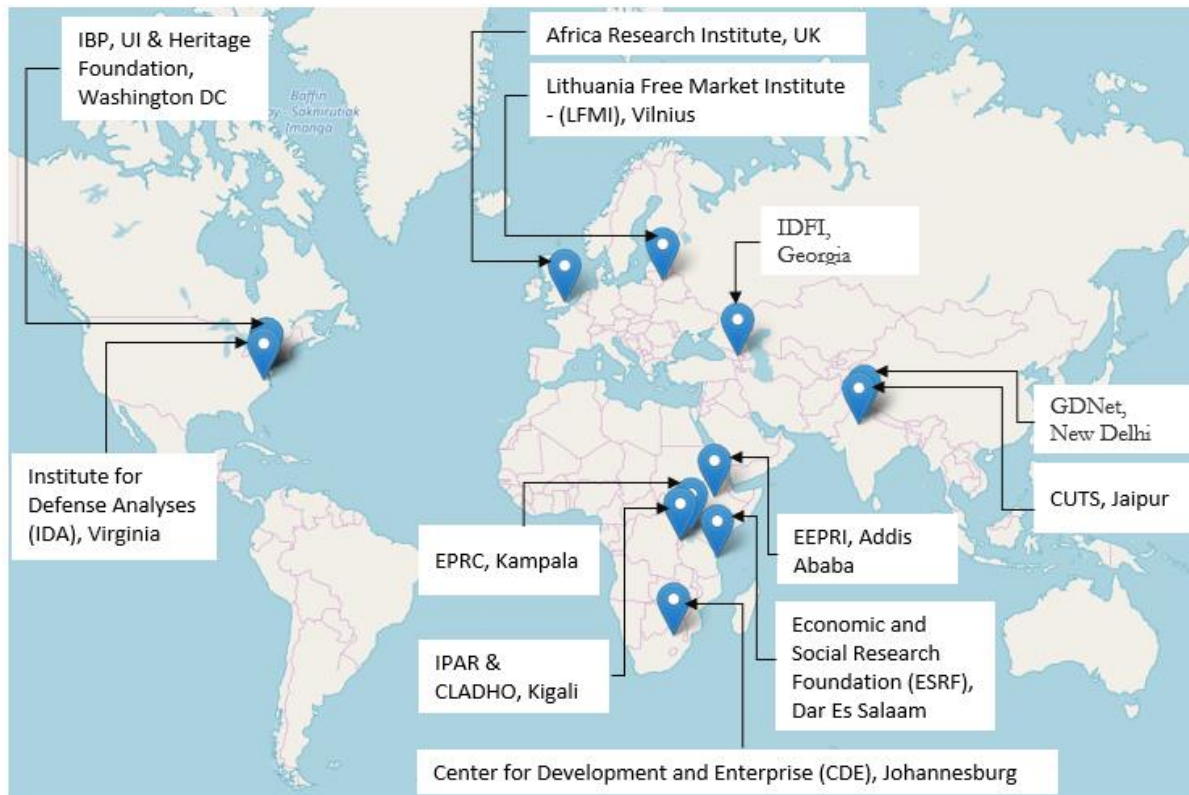
Short-term training courses attended by the staff



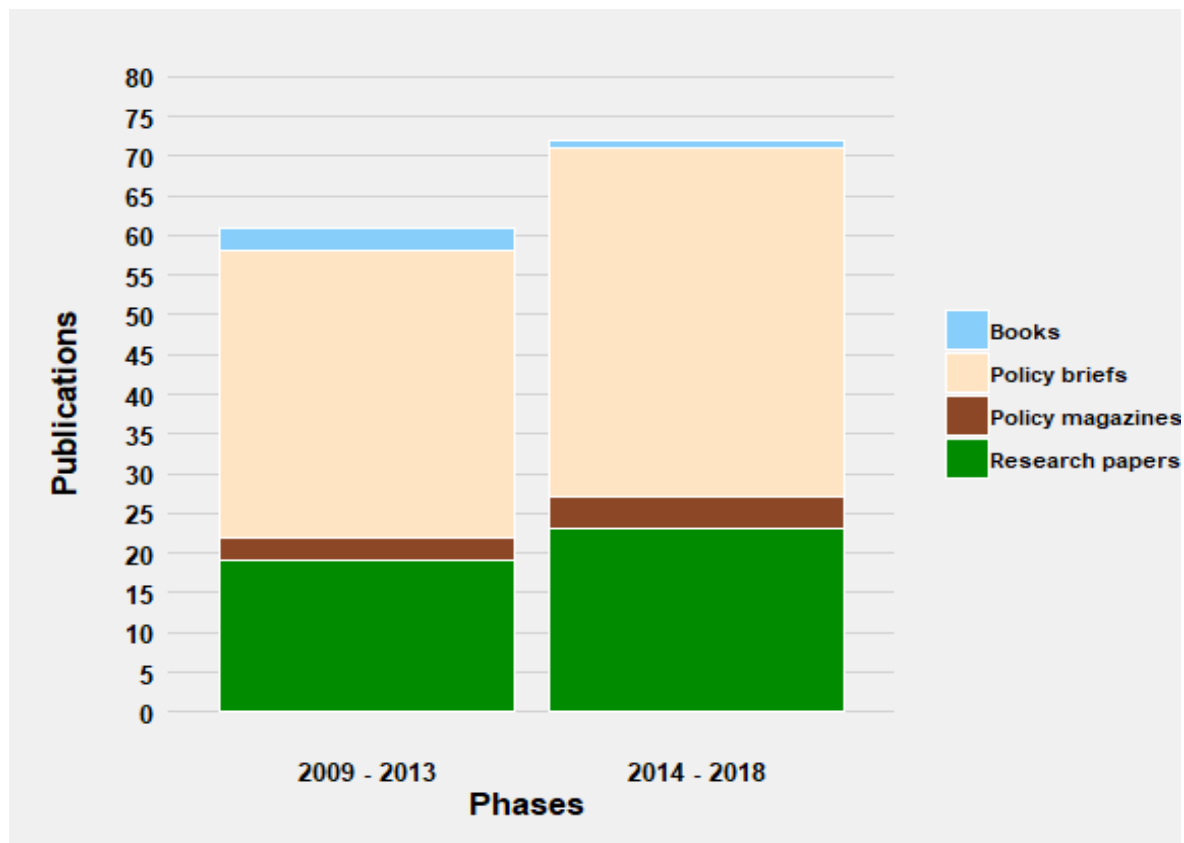
Figure 2: Number of staffs sponsored (fully or partially) by IEA under TTI



Annexe 2: IEA-Kenya Partners Globally and Regionally



Annexe 3: Number of publications between phase 1 (2009 – 2013) and phase 2 (2014 – 2018)



Annexe 4: Policy influence story

Improving Performance of Urban Areas Project in Kenya

Weak urban planning and management coupled with no substantial increase in investment in urban institutional and physical infrastructure in Kenya has led to rise in informal settlement. For example, out of the more than 34% of Kenya's urban dwellers, about 71% of them reside in informal settlement. Assessment of urban areas' performance is therefore critical for effective evidence-based policy advocacy, for stimulating better informed public debates and support for needed policy changes on urban governance.

What we did?

Given the challenges urban areas are continuing to face, IEA Kenya conducted the first of its kind research to assess performance of urban areas in Kenya with support from the TTI opportunity fund and Agile Harmonized Assistance for Devolved Institutions¹ (AHADI). This research project started in March 2016.

We used the Urban Areas Performance Index (UAPI), modified and adopted from Municipal Performance Index that has successfully been used by Lithuania Free Market Institute (LFMI) for seven years. The UAPI is a composite index used to assess urban areas on three clusters namely; Conditions for Residents, Conditions for Investment and Principles of Good Governance. This tool was based on a broad set of 67 indicators that are scored on a scale of 0-100 that was ultimately aggregated to come up with overall score. Primary data from the city officials and secondary data based on the year 2015 was collected from November 2016 to May 2017 from the six largest urban areas in Kenya. Those urban areas that ensure the individual's free choice, promote private property, create favorable business conditions, use public resources efficiently and ensure transparency of their activities are ranked higher.

Based on the results of its research, IEA recommended that:

- County Governments establish urban areas structures as a foundation for urban governance;
- County Statistics Office be operationalized as a data repository, and prioritize and scale up investment in networked county-level infrastructure and services;
- Kenya initiate comprehensive reform programs to strengthen business and investment environment through collaborative efforts between the National and County governments.

What was the outcome?

The UAPI launched on 5th September 2018 provided an empirical basis for initiating policy engagement on reforms to improve the quality of services provided in the six urban areas. It is anticipated that the index will inform urban development policy for both the national and devolved governments in Kenya. Further engagements with civil society, the media and the public in general

¹ AHADI is a grant making organization financed by the USAID and the UKAID. Its goal is to support Kenya's devolution agenda by partnering with Kenyan institutions to promote transparent, accountable, effective service delivery and responsive governance systems.

and dissemination of the UAPI report served as public education tool and contributed to policy debate on urban governance that had hitherto received little if any policy focus. This work is likely to pave the way for a regular, rigorous research on the quality of lives in various urban areas and ensure its longevity and sustained relevance.

Notably officers from Kisumu, Eldoret and Nakuru after the launch of the UAPI report acknowledged areas of weaknesses that required reforms and sought a meeting with the IEA-Kenya for further discussion.

In follow up to the dissemination and study launch, the IEA-Kenya received requests from various organizations for collaboration on varied areas. The Council of Governors² through Symbio City to further share the findings and recommendation of the study as it informs building of capacity of urban stakeholders. The Commission on Revenue Allocation also mentioned that this report would inform their mandate of coming up with policies and recommendation for sharing of revenue. The Commission on Administrative Justice noted that there was potential for partnership with IEA-Kenya but was not explicit in which area, something that we will follow up. We also noted the Governor of Nairobi County cited some study findings and scores regarding performance of Nairobi during a live TV interview with Citizen TV in response to a question of service delivery.

For non-state actors, we received an email from Town and county Planners Association of Kenya (TCPAK) in conjunction with the Intel society of city and regional (ISOCAP) to participate in the World Town Planning day on 8th November by sharing study findings as a way of spurring urban governance and planning issues.

² Mandate is provide a framework for consultation and cooperation between the national and county governments, and amongst county governments, share information on performance of the Counties in execution of their functions and facilitate capacity building for governors.