



The KENYA INSTITUTE for PUBLIC
POLICY RESEARCH and ANALYSIS

Thinking Policy Together

Policy Makers and Think Tanks Engagement in Strengthening Evidence Informed Policy Making



**Proceedings of the inaugural Kenya Think Tanks Forum
Held on 27th November 2019, Crowne Plaza, Nairobi**



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Kenya Institute for Public Policy Research and Analysis

KIPPRA in Brief

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) is an autonomous Institute whose primary mission is to conduct public policy research leading to policy advice. KIPPRA's mission is to produce consistently high-quality analysis of key issues of public policy and to contribute to the achievement of national long-term development objectives by positively influencing the decision-making process. These goals are met through effective dissemination of recommendations resulting from analysis and by training policy analysts in the public sector. KIPPRA therefore produces a body of well researched and documented information on public policy, and in the process assists in formulating long-term strategic perspectives. KIPPRA serves as a centralized source from which the Government and the private sector may obtain information and advice on public policy issues.

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PREFACE

SPEECH BY HON. AMB. UKUR YATANI, THE ACTING CABINET SECRETARY, THE NATIONAL TREASURY AND PLANNING, DURING THE INAUGURAL SYMPOSIUM OF THE KENYA THINK TANKS FORUM HELD AT THE CROWNE PLAZA HOTEL, NAIROBI ON WEDNESDAY, 27TH NOVEMBER 2019

Mr Saitoti Torome, CBS, The Principal Secretary, State Department for Planning

Hon. Dr Mulu, Benson Makali, The Co-chair of the Parliamentary Caucus on Evidence-Informed Decision Making

Dr Rose Ngugi, Executive Director, KIPPRA

Senior Government Officials

Representatives from County Governments

Representatives from Kenya Think Tanks

Representatives from Development Partner Organizations

Representatives from other Organizations

Distinguished Guests

Ladies and Gentlemen,

I am honoured by the invitation by KIPPRA and Kenya Think Tanks Forum, who have co-organized this symposium, to be with you today to make opening remarks.

The theme of this symposium, “Policy Makers and Think Tanks Engagement for Evidence Informed Decision Making” is very timely since it is a step towards establishing a platform for exchange of views on development and policy issues in enhancing evidence-informed public policy making process in the country. Indeed, establishment of the Kenya Think Tanks Forum, now in its inaugural stage, ushers in a new era, in unifying Think Tanks in the country to speak as one voice in contributing to shaping the way public policies are formulated in the country.

Ladies and Gentlemen,

As you are aware, development of think tanks in Africa is a recent phenomenon. In Sub-Saharan Africa, the contribution of think tanks to the government policy process was especially felt with significant pressure to improve governance during the structural adjustment era. Since then, the region has seen notable increase in the number of think tanks, which today stand at over 660, accounting for 8.5 per cent of the global think tanks. Of these, there are at least 56 think tanks and policy centres in Kenya. Several of the country’s think tanks have been nominated among the Global Go-To Think Tanks Index Report due to their work in influencing public policy making process.

The mushrooming of think tanks in Africa is precipitated by the presence of dynamic political, economic and social reforms, creating an opportunity for think tanks to leverage. Furthermore, with expansion of the democratic space, African countries are providing a level playing field for diverse think tanks to thrive, including those that are government affiliated such as KIPPRA. A good number are affiliated to institutions of higher learning. These developments call for think tanks, policy centres, networks and

policy makers to work together to strengthen the research-to-policy linkage, which is critical for the country's development.

I have been informed that the stakeholders invited today represent some of the most formidable think tanks in the country. I also commend representatives from government ministries and parastatals, county governments, private sector, development partners and the academia for participating, given your important role in shaping development of public policies in the country.

I would urge that as you deliberate on the focal areas of the symposium, to tangibly identify practical ways to strengthen the link between policy makers, think tanks and non-state actors for evidence informed decision making.

As I conclude, it is my hope that this symposium will highlight practical approaches to establishing a platform for exchange of ideas, knowledge and relevant experiences among think tanks themselves and between think tanks and government; define channels of engagement and building synergies in supporting the development agenda; enhanced commitment by think tanks to support the implementation, monitoring and review of the "Big Four" agenda; and good practices on what needs to be done to effectively tackle current development challenges in Kenya.

Distinguished Guests, Ladies and Gentlemen

With these remarks, I wish you fruitful deliberations.

Thank You.

REMARKS FROM OTHER CHIEF GUESTS

Executive Director, KIPPRA

The Executive Director, Dr Rose Ngugi thanked all those who had honored the invitation and attended the inaugural symposium for Kenya think Tanks, the first of its kind in Kenya and in Africa. She proceeded to recognize the presence of:

- Principal Secretary, State Department for Planning - Mr Saitoti Torome, CBS
- Principal Secretary, State Department for Youth and Public Service- Mr Julius Korir, CBS
- Co-Chair Parliamentary Caucus Hon. Dr Mulu, Benson Makali
- Senior Government Officers
- Representatives from County Governments; Machakos, Makueni, Kajiado
- Representatives from Kenya Think Tanks
- Representatives from development partners

Dr Ngugi stated that think tanks played an important role of providing evidence for public policy making process. As such, they need to work together with all the stakeholders in the process. She restated the objective of the summit and called upon all those present to collectively work towards strengthening evidence informed policy making.

Dr Ngugi also pointed out that despite the major transformation that the country had undergone in economic growth sector reforms, and in innovative use of information and technology, there were still other challenges that the country was facing as it endeavoured to achieve the Kenya Vision 2030. Therefore, it was imperative to generate evidence that informs decision(s) made by policy makers to address these challenges.

In conclusion, she stressed on the need to:

- Generate evidence that informs decision making especially in areas that pose as challenges in realization of the Kenya Vision 2030;
- Synchronize information from all think tanks and key players in the public policy making process;
- Start a conversation which highlights
 - What the policy makers want and in what form;
 - What Think Tanks provide and in which form; and
 - At what point do we converge to have an impactful policy process to ensure that all this information can be used effectively in policy making and implementation.

She reminded those present that KIPPRA prides itself as an institution established by the government to promote evidence-based policy making in the country, with a mandate to provide a platform where stakeholders involved in policy making can engage and exchange views. Therefore, the institution feels proud that it had not only participated in the planning of the symposium, but also hosted the symposium.

She then invited the Co-chair of the Parliamentary Caucus on evidence-informed decision making for his remarks.

Co-Chair of The Parliamentary Caucus on Evidence-Informed Decision Making (Hon. Dr Mulu Makali)

The co-chair of the parliamentary caucus on evidence informed decision making Hon. Dr Makali Mulu congratulated KIPPRA for organizing the forum, saying it was not only the first of such in Kenya but also in the whole of Africa. He then gave a brief of what a caucus is. Caucuses in parliament, he said, exist to champion different interests by addressing gaps that formal parliamentary committees are not able to. To this end, the Caucus on evidence informed decision making was formed in 2015 to address the gap that existed in parliament with regard to the use of evidence by parliament in exercising its constitutional mandate (Legislation; Representation; Oversight and Budget Making).

He highlighted that the main objective of the Caucus is to see if parliament can mainstream the use of evidence in legislation, representation, oversight, and budget making. Therefore, Parliament through the Caucus, is striving to come up with a critical mass of champions who advocate for the use of evidence in parliament. The Caucus brings together members of parliament at two levels; the National Assembly and the Senate. That is why the Caucus is co-chaired. The Vision of the Caucus is therefore to have an evidence informed and people centred parliament, and its Mission is to champion and advocate for evidence to inform oversight and decision making in parliament.

The objective of the Caucus is to:

- Champion evidence uptake and use;
- Document and disseminate best practices; and
- Promote strategic partnerships and resource mobilization

Dr Mulu emphasized the importance of the forum, by stating that it provided an avenue to push for strategic partnerships in terms of what they did to enhance sharing of best practices.

Challenges faced

1. How can we ensure that what is done by think tanks informs policy in the country?
2. Think tanks are in different sectors and all of them are doing research and coming up with different results. There is no channel for sharing results and recommendations, and no central place to access work done by other think tanks (information sharing platform)

Way forward

1. Think tanks should invite and involve policy makers when launching their research reports
2. There is need to have a central platform/place for keeping research information. The platform will enhance easy access to data for evidence-based decision making
3. Think tanks should simplify complex research outputs so that policy makers and citizens can understand them
4. Think tanks research should focus on day to day issues affecting citizens. Each think tank should endeavor to ask the question “to what extent am I addressing day to day needs of citizens in my work?” For instance, what is the effect of pending bills on the operations of small and medium enterprises (SMEs) in the counties?
5. Think tanks should ensure that what they do benefits taxpayers and that the taxpayers are getting value for their money.

He concluded by saying that collaboration between the Caucus and think tanks is beneficial to both parties as follows: Think tanks have an avenue to inform parliament on their research outputs through the Caucus, and thereby use Members of Parliament to disseminate their research work to citizens

at the grassroots. The Caucus, on the other hand, can rely on evidence generated from think tanks to inform their work of championing and advocating for evidence to inform oversight and decision making in parliament.

Principal Secretary, State Department for Planning (Mr Saitoti Torome, CBS)

The Principal Secretary, State Department for Planning - Mr Saitoti Torome, conveyed apologies from the Acting Cabinet Secretary Hon. (Amb.) Ukur Yattani, who was not able to attend the forum due to other engagements. Before reading the Keynote Address from the Acting Cabinet Secretary, the Principal Secretary started his remarks by narrating the experience of the United States of America during the Great Depression of 1930.

The Principal Secretary pointed out that President Franklin Roosevelt used advice from Professors of Economics, Lawyers and Political Scientists to resolve the economic crisis that the US was facing during the Great Depression in a practical way. Based on the narration, Mr Saitoti posed the question 'To what extent do African leaders utilize the brains we have to plan and implement policies that help address pertinent issues facing the society?'

The PS also noted that so much research has been done especially in institutions of higher learning. Based on the observation, he posed the question: 'To what extent do we utilize findings from institutions of higher learning like universities to inform policy making and implementation?'. He called for strategic partnerships between think tanks, universities and other stakeholders in the industry to build synergy in strengthening evidence informed decision making.

Remarks from Principal Secretary, State Department for Youth (Mr Julius Korir, CBS)

Mr Julius Korir, CBS thanked think tanks and stressed that it is through their concerted effort in critical thinking that ideas and new interventions are designed to solve problems facing the society.

The Principal Secretary noted that the State Department for Youth was facing many challenges, which require think tanks to come up with a new way of thinking to address the challenges. The most pressing one, he said, was youth unemployment. The youth, who constitute about 40 per cent of Kenya's population, are not fully engaged in economic activity. As a result of this, the country is missing out on the gains of the youth dividend. He therefore called upon think tanks to work together and innovate new ways the youth can be fully engaged and in so doing address the challenge of youth unemployment.

He challenged think tanks to prove wrong the public discourse shaped by the notion that Kenya is a country rich in reports and recommendations, which are lying idle in shelves but very poor in implementing recommendations from the reports. To this end, he stated that even as think tanks think, they should come up with stock of how their outputs are or have been implemented by policy makers.

ACKNOWLEDGMENTS

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) organized the 1st Inaugural Symposium of the Kenya Think Tanks Forum in Nairobi, in collaboration with Kenya think tanks. KIPPRA would like to thank members of the Government of Kenya, both National and County, for gracing the occasion, being panelists and facilitating the plenary sessions. We gratefully acknowledge support from Kenya think tanks who attended various planning meetings, facilitated panel discussions and participated in the symposium. The Government of Kenya through the National Treasury and Planning significantly supported the symposium. We thank the Principal Secretary State Department for Planning for gracing the occasion and giving the keynote address on behalf of the Acting Cabinet Secretary Hon. (Amb.) Ukur Yattani. The presence of the State Department for Youth Principal Secretary, Mr Julius Korir, CBS is also highly appreciated.

Other teams that supported in the organization and coordination of the event included the Rapporteurs, Ushers, Master of Ceremony, KIPPRA Staff and the Crowne Plaza Hotel.

EXECUTIVE SUMMARY

Think Tanks have become key stakeholders in the policy making process at local, national, and transitional levels of governance. This is because they serve as entrepreneurs for ideas and actions on key policy issues. In addition, they play a role in helping to bridge the gap between the knowledge base, policy, and policy makers and the civil society. Kenya continues to face numerous challenges in ensuring the link between think tanks and policy makers leading to low uptake of evidence to inform policy.

The general purpose of the symposium was to establish a platform for the exchange of views on development and policy issues in enhancing an evidence-based public policy making process. The symposium specifically aimed to: promote conversation between think tanks and policy makers, including state and non-state agencies; enhance think tank-to-think tank and policy maker-to-think tank collaboration, networking and synergies in generating and sharing evidence; and identify the channels through which ideas and knowledge held by think tanks and policy makers can be used in the public policy process.

KEY MESSAGES

1. Think tanks will actively participate in national planning and budgeting by attending government organized stakeholder engagement and validation workshops to enhance uptake of evidence at each stage of the public policy making process. They will also be pro-active in providing timely evidence to parliamentarians and other policy makers to support enactment of evidence informed laws. Similarly, think tanks will involve and engage policy makers in policy dialogue forums. In a bid to ease the process of collaboration, KIPPRA will develop a comprehensive contact database of think tanks disaggregated by areas of interest.
2. To enhance quality of research outputs, think tanks will learn from best practice and that best fit to make simple policy recommendations that can be quickly implemented. In addition, think tanks should come up with innovative ways to package their research findings and recommendations to make them palatable to policy makers for easy uptake. KIPPRA will develop a single repository for research relevant to the Kenyan context for ease of access by policy makers.
3. Think tanks should diversify the scope of their research to touch on areas such as climate change that is generally unexplored, and country-specific emerging issues based on factual geospatial data. They shall further undertake demand driven research to attract both international and government funding.
4. Think tanks will develop innovative strategies to enhance their visibility nationally, internationally and at county level to promote uptake of evidence-based policy making process. For example, participation of think tanks in global ranking initiatives would potentially increase their visibility, and the quality and objectivity of research outputs.
5. Think tanks will tap into existing knowledge base of the youth by using recommendations from research outputs in universities and capacity building programmes focusing on young professionals.
6. Think tanks will promote access and equity in the county's development agenda in research designs to ensure policy interventions are responsive to concerns by youth, women and children.
7. Think tanks will pursue discourse on best practices for influencing policy in a cordial and neutral environment. They should form a secretariat chaired by KIPPRA to mainstream activities of the forum. The secretariat will promote self-regulation to ensure quality of research outputs. It was agreed that KIPPRA, as the convener of the forum, will ensure that the issues raised are communicated with the relevant agencies for action, dissemination and usage.

ABBREVIATIONS AND ACRONYMS

ACCORD	African Centre for the Constructive Resolution of Disputes
AFIDEP	African Institute for Development Policy
CPST	Centre for Parliamentary Studies
HESPI	The Horn Economic and Social Policy Institute
IEA	Institute of Economic Affairs
IGAD	Intergovernmental Authority on Development
ILRI	International Livestock Research Institute
KALRO	Kenya Agricultural and Livestock Research Organization
KEMRI	Kenya Medical Research Institute
MOAL	Ministry of Agriculture and Livestock
NACADA	National Authority for the Campaign Against Alcohol and Drug Abuse
UoN	University of Nairobi



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CHAPTER 1: INTRODUCTION

1.1 Background

Think tanks have become key stakeholders in the policy making process at local, national, and transitional levels of governance. In general, think tanks are “Research organizations that generate policy-oriented research in social sciences with the aim of enabling public policy actors to make informed decisions”. In doing so, they serve as entrepreneurs for ideas and actions on key policy issues and help bridge the gap between knowledge and policy, and policy makers and civil society. They generate policy-oriented evidence on domestic and international issues, enabling policy makers and the public to make informed decisions about public policy.

Recent political and socio-economic developments in Africa have brought into focus the role of policy making in creating a suitable environment for sustainable development. Nonetheless, in many African countries, governments have not sufficiently exploited national capacity to formulate or implement policies. There is a heavy reliance on policy proposals/ideas and information generated by donors, international organizations and consultants, which have conditioned and oriented important policy decisions towards the interests and understanding of external players rather than that of national players. In many cases, such policies risk failure because they are based on analyses carried out by foreign agencies, with little local involvement in their production or commitment to their implementation.

In Kenya, the history and experience of policy making is long and rich. Significant strides have been made in reforming and improving the process of public policy making in the country. This has involved making and restructuring of institutions and legislative reform that have allowed more space for a broader array of actors and policy entrepreneurs. This has also allowed more public participation and put in place mechanisms for accountability to ensure inputs from various interest groups and constituencies are reflected in the shape and form of policy. The Constitution of Kenya, for example, now provides an elaborate framework for citizen engagement in policy making. Nonetheless, policy making in Kenya remains largely a preserve of a few actors in government, with input and views of qualified and interested parties such as academia (universities), civil society organizations (CSOs) and think tanks not sufficiently considered.

The information needs of policy makers have evolved over the years; now largely oriented towards global policy bargains such as the United Nations Sustainable Development Goals (SDGs), the African Union Agenda 2063, and national level directions such as the Kenya Vision 2030. Governments appear much more selective in their information needs, and there has been a significant shift towards more evidence-based policy development.

While think tanks perceive themselves as producers and conduits of high quality and credible information that can benefit and inform policy making, the reality is that the usage of national think tanks remains very low. Key policy actors in government continue to turn to organizations that are sharing information that is most important to them, relevant to current processes and appeal to contemporary needs/problems. As such, the quality of research and relevance of information produced by think tanks and academia to government remains a critical issue in ensuring the uptake of their work in policy making processes. There are also issues around accessibility and limited awareness of what think tanks do and the outcomes of their work, which limits its uptake. For example, feedback from stakeholders in government indicated that they prefer materials to be more audience friendly, with less jargon, in order to appeal to a wider audience. Also, think tanks need to work more towards increasing public awareness of their work so that it is noticed by those who need it and they are considered for active participation in policy making processes.

There is opportunity for think tanks to organize and develop mechanisms for increasing public

awareness of their activities, for packaging and disseminating their work, and participating in thought leadership and contributing policy ideas in ongoing policy processes, and providing solutions to some of the country's most pressing problems/needs. By organizing and collaborating, think tanks can also increase and improve linkages and long-term partnerships that can assure their continued meaningful participation in policy making in the country.

1.2 Objectives and Expected Outcomes of the Symposium

1.2.1 Objectives

The general objective of the inaugural symposium was to make a step towards establishing a platform for exchange of views on development and policy issues in enhancing evidence-informed public policy making process. More specifically the symposium aimed to:

- (i) Promote conversation between think tanks and policy makers, including state and non-state agencies.
- (ii) Enhance think tank-to-think tank and policy maker-to-think tank collaboration, networking and synergies in generating and sharing evidence.
- (iii) Identify the channels through which ideas and knowledge held by think tanks and policy makers can be used in the public policy process.

1.2.2 Outcomes of the Symposium

The expected outcome of the Inaugural Kenya Think Tank Forum Symposium includes:

- (i) Practical recommendations to strengthen the link between policy makers and think tanks.
- (ii) Established platform for exchange of ideas, knowledge and relevant experiences between think tanks themselves and between think tanks and government.
- (iii) Clearly defined channels of engagement and building synergies in supporting the development agenda.
- (iv) Enhanced commitment by think tanks to support the implementation, monitoring and review of the "Big Four" agenda.

CHAPTER 2: UNDERSTANDING THE PUBLIC POLICY PROCESS AND DEMAND FOR EVIDENCE AT EACH STAGE

2.1 Understanding the Public Policy Making Process and Demand for Evidence at each Stage: Setting the Stage

The presentation for this session was made by Dr Eliud Moyo, Senior Policy Analyst at KIPPRRA. He defined public policy as a statement of government commitment, which articulates basic principles to be pursued to attain specific goals. Its attributes include it being purposive and goal-oriented, a product of demand, presupposes a theory of change, provides guidelines for action, and are made by public authorities. He explained that policies seek to distribute and redistribute resources, regulate behaviour and stabilize the economy. He pointed out that the public policy making process is divided into seven stages. The first stage is Problem Identification, which entails identifying the issues that need public intervention and understanding of the needs to be alleviated. The questions that set the basis of problem identification are as follows: What is the issue? How big is it? What intervention has been there? And how come there is no intervention? Statistics are important at this stage as they define the magnitude of the problem and identify cause and effect. The main tools used at this stage is problem tree analysis.

The presenter further explained the second stage of public policy making process, which is Agenda Setting, where the policy issue is escalated to the development agenda. It is political and may require lobbying and advocacy. Qualitative tools are applied at this stage to understand mapping of stakeholders and their interests. Policy Design is the third stage and most technical part of the policy making process. It endeavors to choose methodologies that give effective results. The policy is then drafted before it proceeds to the approval process. At this stage, cabinet memos are drafted and approved. The Attorney General and Kenya Law Commission prepares another memo that goes to parliament. If it is passed, it is taken to the President for approval and it is then disseminated to ministries.

The sixth stage is Implementation, which begins with pilot surveys done to understand the policy effectiveness. The programme is then fully rolled out. Policy Evaluation is the final stage of the process and it involves monitoring and evaluation of implemented policies. Some of the tools used at this stage are impact studies and randomized control trials.

The presenter explained that evidence-based policy is an approach that helps decision makers to make well-informed policies. Evidence is data which has specific attributes that can be put into use. This is because we need good evidence to make good policies. Sound evidence is systematic, reliable, valid, replicable, recordable, observable and objective.

The goal for evidence-based policy making is to establish what works, for whom, in what circumstances and why. It involves making a distinction between potent and impotent policy options.

2.2 Plenary

The plenary session was moderated by Dr Rose Oronje from African Institute for Development Policy, while the discussants were Mr Paul Ng'etich the Director of Information and Research at the Parliamentary Service Commission, and Mr Jamshed Ali from the State Department for Planning.

Existing Collaboration between Government and Think Tanks

Mr Ali began by pointing out that think tanks work with ministries through sector working groups in aiding in the review of sector policy reports. He further stated that KIPPRA, which is the government's think tank, works closely with the State Department for Planning to formulate macroeconomic projections on economic growth of Kenya through the KIPPRA Treasury Macroeconomic Model (KTMM). Also, the State Department for Planning works closely with other non-governmental research organizations. Similarly, the department also works with think tanks by engaging them in stakeholder forums, validation workshops and dissemination workshops.

He also noted that the government has established a national steering committee in charge of planning, which is heavily represented by other stakeholders, including think tanks. Only 30 per cent of the committee is comprised of government representation. Government development plans are also published on newspapers and other media platforms to complement dissemination forums.

Enhancing Collaboration with Think Tanks

Mr Ali highlighted the need to promote and enhance further collaboration between the State Department for Planning and the Kenya Think Tanks. He explained that establishment of an interactive database would be a suitable platform to facilitate such. Through such a platform, the State Department for Planning can easily source a variety of expertise towards improvement of its mandate to the citizens of Kenya. KIPPRA, as the government's think tank, is tasked with spearheading the establishment of the database. Mr Ali pledged to do a follow-up forum to discuss further collaboration with local think tanks on issues of national concern.

Mr Ng'etich explained that parliament generates and consumes a lot of research. As such, collaboration with local think tanks is necessary to make use of the available information from the parent ministries in preparing policy papers. He further added that think tanks should be proactive in stakeholder engagement by writing their own motions to be presented to the House Committee. Currently, parliament is generating a paper on how they can work and engage with think tanks and it is expected that individual think tanks will also be contacted to make their contribution.

Challenges Facing Uptake of Research

Mr Ali argued that local think tanks do not focus on other disciplines apart from economic and social sciences. For example, think tanks should consider focusing on environmental issues, the complexity of research outputs disseminated by think tanks, etc. He recommended that think tanks should package their research in simpler formats to enhance uptake by policy makers. It was further recommended that policy recommendations range from simple interventions that can be easily implemented to long-term strategies.

Mr Ng'etich noted that there was resistance by parliamentarians to take up research outputs developed by think tanks. Even though it is out of reach for the local think tanks to ensure the continuous uptake of the information, it is important for think tanks to make information easily accessible to encourage uptake and to develop databases for evidence and research.

Gender Sensitive Planning and Budgeting

Mr Ali highlighted that the State Department for Planning had formed a new sector working group on gender and marginalized people, which addresses the issues of gender inequality. With support from partner institutions such as UN and Maendeleo ya Wanawake, the State Department for Planning has

established a budgetary allocation in support of gender development issues. It has also set targets for the sector regarding achievement of the sectoral goals.

Key Messages

1. Think tanks will actively participate in national planning and budgeting through participation in government organized stakeholder engagement and validation workshops in a timely manner.
2. Think tanks will be pro-active in providing timely evidence to parliamentarians and other policy makers cohorts to support enactment of evidence informed laws and amendment of existing laws.
3. Parliamentary Caucus on evidence-informed decision making will provide details of their paper that elaborates plans to enhance issue-based linkages between think tanks and parliament for input from think tanks.
4. Think tanks will explore the possibility of learning from best practice and best fit to make simple policy recommendations that can be quickly implemented. In addition, think tanks should come up with innovative ways to package their research findings and recommendations to make them palatable to policy makers for easy uptake.
5. Think tanks will enhance their visibility at county level to promote uptake of evidence-based policy making process.
6. Think tanks should diversify the scope of their research to touch on areas such as climate change that is generally unexplored, and country-specific emerging issues based on factual geospatial data.
7. KIPPRA will develop a comprehensive contact database of think tanks disaggregated by areas of interest to contribute to the building of issue-based synergies and collaborations.
8. KIPPRA will develop a single repository for research relevant to Kenya for ease of access.
9. Think tanks will involve and engage policy makers in policy dialogue forums to enhance the uptake of policy research and analysis with a view to have impactful inferences.

CHAPTER 3: LEARNING FROM BEST PRACTICES IN EVIDENCE-INFORMED POLICY MAKING

3.1 Learning from Best Practices in Evidence-Informed Policy Making: Setting the Stage

There were two presentations for this session. The first presentation was made by Mr Alex Njeru, Policy Advocacy Officer, KEMRI Wellcome Trust, while the second was made by Dr Edna Moi, Lecturer, Kenyatta University.

3.2 Reasons for the Success of a Think Tank: Setting the Stage

Mr Njeru highlighted the factors that influence success of a Think Tank and classified them into two broad categories: Exogenous and Endogenous factors. The endogenous factors include communication and advocacy, corporate governance structures, and socio-capital linkages with other institutions to influence policy. The exogenous factors include political, economic and social environment prevailing in the policy space. The speaker noted that Kenya has a conducive environment for policy researchers as freedom of speech and ideas are provided for in the Constitution. He further reiterated that for successful policy formulation and implementation, a think tank should be intentional about what it wants done, and commit resources to it. Researchers should also actively participate in research and policy making committees, taskforces and stakeholder forums. He proposed co-opting of policy makers in the design and dissemination of policy research outputs.

Dr Moi noted that most policies rarely reflected research evidence, yet they were important in informing decisions. Statistics and data are a key element in formulating policies. University research outputs which are a key source of the latter, remain under-utilized to date. For policy to be successful, it needs to be inclusive and participatory. Some of the case studies of where research has been used to influence policy are as follows: Government banning of plastic carrier bags, which was implemented through NEMA where KIPPRA played a role in research; NACADA research on alcohol and drug abuse in public and private universities carried out in collaboration with KIPPRA, IPAR and IEA; and the implementation of pre-primary education policy as a product of the experiences, practice and collaborative efforts of various stakeholders. It was noted that think tanks can help promote evidence-based policy by providing statistical and administrative data, analytical evidence, evidence from citizens and other stakeholders, and evidence from evaluations. There are several think tanks in Africa that have been successful in influencing policy. The Intergovernmental Authority on Development (IGAD) in collaboration with South Africa's African Centre for the Constructive Resolution of Disputes (ACCORD) conducted a Training of Trainers workshop to enhance capacity of Sudanese women in conflict prevention and mediation and their role in peace building. In Ethiopia, the Horn Economic and Social Policy Institute (HESPI) has been working towards prevention of intra-state and inter-state conflicts and facilitating dialogue to resolve emerging challenges before they develop into full-fledged conflict. In Kenya, KIPPRA is a leading think tank that has increased emphasis on the quality of evidence used by the government to inform policy. Moving forward, it was noted that all Kenya think tanks need to come together and help the Government of Kenya implement the existing policies. In addition, the Government of Kenya needs to involve the think tanks in implementing its policies to benefit from best practices.

3.3 Plenary

The session was moderated by Prof. Nyokabi Kamau, Chief Executive Officer of CPST. The discussants for the session were: Mr Alex Njeru from KEMRI Well-come Trust, Dr Edna Moi from Kenyatta University, Dr Wellington Mulinge from Kenya Agriculture and Livestock Research Organization and Dr Wellington Otieno from Centre for Research and Development.

Case Studies of Instances Evidence has been used to Influence Policy in Kenya

Dairy Act 2016

The Kenya Agriculture and Livestock Research Organization gave a case study of the Dairy Act 2016, which was enacted through collaboration with other stakeholders, including but not limited to International Livestock Research Institute and Ministry of Agriculture and Livestock. This study was motivated by evidence that showed that 85 per cent of milk marketing was through informal channels. This posed a health hazard to consumers due to higher chance of contamination using antibiotics for preservation. This collaboration led to amendments in the Dairy Act and the Health Act, which banned hawking of milk and introduced milk bars/automated teller machines - ATMs. The speaker concluded by stating that the success of this policy was a result of partnerships with other think tanks, implying that think tanks can have more impact on policy by partnering.

Mukuru Slums

The presenter highlighted the problem of conflicts in informal settlements due to increased number of evictions, in particular the case of Mukuru Slums where Mukuru Special Planning Area was established in 2013 to address the issue. The study was undertaken in collaboration with Strathmore University, University of Nairobi (UoN) and University of California. One of the major findings of the study were that the slums were built on private land and, as a result, the government cannot intervene to alleviate poverty among slum dwellers through provision of essential services via local authorities or mitigation of conflict. As a result, litigation is not necessarily a solution to the problem. The speaker reiterated the opinions of the previous speaker, stating that the Think Tanks Forum will go a long way in influencing policy and that there is great success in collaboration of think tanks in research and voicing of policy recommendations.

Challenges associated with learning from best practices in evidence informed policy making

It was noted that think tanks in Kenya continue to face resource constraints, which influences the quality of outputs they can deliver. Donor funding only goes to projects driving specific agendas. It was further noted that, individually, think tanks struggle to influence government and that collaboration among think tanks would increase the uptake of evidence in the public policy making process. There is need for the government to step in and finance think tanks to enhance objectivity and promote provision of solutions to home grown problems. Another challenge is that majority of think tanks are skewed to social and political issues, yet some of the problems facing Kenya are climate-related, such as drought. There is need for think tanks to increase the scope of their research and employ experts in under researched fields.

3.4 Key Messages

1. KIPPRA and other think tanks will continue to come up with innovative ways to allow for discourse on best practices for influencing policy.
2. Think tanks will endeavor to partner with civil society organizations and government ministries, department and agencies to enhance uptake of evidence-based policies for implementation, and monitoring and evaluation of existing policies.
3. Think tanks will endeavor to participate in global ranking initiatives to enhance visibility and quality of research outputs.
4. Think tanks will tap into existing knowledge base of the youth by using recommendations from research outputs in universities and capacity building programmes focusing on young professionals.

CHAPTER 4: CHALLENGES AND OPPORTUNITIES FOR THINK TANKS

4.1 Challenges and Opportunities: Setting the Stage

A presentation was made by Prof. Dominic Byarugaba, the Executive Director of African Institute for Capacity Development (AICAD). The presentation covered thematic areas on objectivity of think tanks work in addressing socio-economic issues, think tanks funding, publication of think tanks outputs, collaboration among think tanks, peer learning and benchmarking among think tanks, and continuous monitoring and evaluation of proposed policies.

Regarding objectivity, it has been observed that think tanks' work in the Global South, including Kenya, over-emphasize the specific country's context, which overshadows the broader complexities. In addition, there are specific think tanks with a bias on specific issues and are opposed to taking a holistic approach. Think tanks also face the challenge of uncertainty and insufficiency of finances and human resource. As a result, they are largely dependent on international funding, and insufficient funds from the government and the private sector. Donor dependency constrains think tanks independence and autonomy.

Another challenge facing the uptake of research outputs by government is the limited public circulation and lack of publication in forms and formats that are accessible to the masses. The language used by think tanks is often not in sync with the language preferred by policy makers, beneficiary groups and the society at large. Therefore, there is need for simplification of research and policy outputs by think tanks.

Think tanks also rarely engage in monitoring and evaluation of policy interventions. Therefore, think tanks need to systematically monitor and evaluate every step of policy implementation. There is also need for continuous allocation of funds to this end.

There is an opportunity for think tanks to explore the possibility of exploring cross cutting policy issues. This in turn presents an opportunity for think tanks to collaborate in research capacity development and multidisciplinary knowledge sharing among themselves. Peer learning and benchmarking also presents an opportunity to consolidate the lessons learnt, success and failure stories. This type of collaboration would entail formation of a consortia or secretariat of think tanks as this will yield benefits such as providing an opportunity for joint resource mobilization, increased access of donor funding, among others. It would also eliminate duplication of research and policy outputs, hence optimize the use of available resources.

4.2 Plenary

The session was moderated by Dr Matayo Ratemo from Dedan Kimathi University of Technology. The discussants for the session were Dr Edwardina Ndhine from the National Commission for Science, Technology and Innovation (NACOSTI), Ms Mercy Mukhatha from the Institute for Social Accountability (ISA), Dr Charles Owino from African Economic Research Consortium (AERC), and Dr John Ayisi from the State Department of University Education and Research. The session was aimed at discussing the opportunities and challenges that face think tanks in Kenya.

4.2.1 Challenges Faced by Think Tanks in Kenya

Politics in Policy Making

It was noted that the public policy making process is not only a technical process but also a political process. It is imperative for think tanks to pay attention into the politics of an issue in public policy making process while maintaining professionalism and expertise. This is because politics can pose a challenge to the uptake of a policy recommendation and cause it to stall at earlier stages. The policy therefore would not make it to the implementation stage.

Considering the above, there is need to have an overview of the strands of the policy-as-politics literatures in the area of coverage to ensure constant engagement of all stakeholders. This will ensure robust outcome of the policy processes and effective implementation of the projects. On the flip side, think tanks should vigorously assert their autonomy, define boundaries and preserve reason. They must also ensure quality and evidence-based research findings while adhering to the legal framework within the country.

Financial Resource Constraint

Resources, whether financial or human, are important for the operation of think tanks. Funding is a prerequisite for the operations of research entities to conduct field assignments and produce the desired outputs. In many developing countries, research budgetary constraints are often very evident. The common phenomenon is the uncertainty of forthcoming funds even when the budget has been approved. Think tanks in Kenya are partially funded by government, which to some extent limits their capability to conduct comprehensive quality research in some fields. The larger portion of funding is acquired through donor support and partnership. This affects the autonomy of the think tanks in making research bodies more susceptible to some level of influence as it waters down the quality of outputs and its alignment to the national development agenda. This also leads to high turnover of human resources due to shifts in professional paths due to poor remuneration.

Limited Gendered Lenses in Think Tanks

Gender has been demonstrated to influence the development and effectiveness of policies. Think tanks, therefore, need to incorporate a gender lens in research and development of policies. Majority of think tanks are male-dominated, particularly at executive levels (board and director), implying that Think tanks are not ploughing into the intellectual and leadership contribution of women. In fact, Think Tanks Initiative (of IDRC) statistics indicate that only 23 per cent of think tanks executive are female. The exclusion of one gender implies that the designing and implementation of policy interventions by think tanks in the country may exclude female stakeholders, hence limiting the social economic and political impact they seek to realize.

It is essential that think tanks foster an environment that promotes gender diversity and increase the visibility of women researchers. Therefore, there is need for think tanks to develop a comprehensive strategy for integrating gender identity and create space for women to join and progress to leadership in the institutions.

Dissemination of Research Findings and Policy Recommendation

There is limited access to think tanks output in Kenya. This is because they only engage in limited knowledge-sharing platforms with limited mass coverage and accessibility. They have limited media exposure and networks, implying limited engagement with the public. The outputs are also published in technical reports with difficult language for non-technical people to comprehend. Think tanks need to adopt refined methods of dissemination of quality and policy-relevant research, research on opportunities they can tap in disseminating information to government. Further, it is imperative that they mainstream social media into their communications strategy as it is a critical tool for dissemination of outputs to stakeholders. Media too needs to be clearly briefed on how to communicate policy research to the public. Think tanks need to engage in platforms that facilitate the dissemination of research output and incorporate diversified stakeholders such as the National Science Week in Kenya. Training of researchers on research output dissemination, including writing of policy briefs and press releases, are also important.

Limited Engagement of Stakeholders

Stakeholders have an imperative role in public policy. Their engagement ensures that research and policy work undertaken by think tanks reflects the real needs and priorities of the society. Involvement of the local community in designing the research generates interest of the key stakeholders in the policy making process. In addition, stakeholder engagement ensures stakeholder accountability and ownership of research and policy outputs. Think tanks in Kenya are currently not substantially engaging stakeholders in design, implementation of research, and dissemination of research findings and policy recommendations.

Think tanks need to draw lessons from programmes that are fully integrating the stakeholders in their research process. An example of one such programme is the AERC Collaborative Masters Applied Agricultural Programme, which engages policy makers, farmers and researchers in discussing the outputs of research.

4.2.2 Opportunities for Think Tanks in Kenya

Government Seeking Data to Inform Policies and Interventions

For good practice and evidence-based policy making, the panel highlighted the need to have quality data in informing policy direction and shaping development endeavors. It was noted that there are cases of inadequate data to carry out research, which in turn impacts how policy issues are brought out. Evidence-based policy approach helps government make well-informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation.

Forge Networks and Collaboration among Think Tanks

To avoid duplication of work and forge futuristic policy actions, there is need to move from desire to creating platforms and conglomerates where think tanks can exchange ideas and discuss emerging problems to the reality. This will also create room for knowledge sharing and peer learning.

Key Messages

1. Think tanks will endeavor to promote access and equity in the county's development agenda in research design to ensure that policy interventions promote gender-inclusive societies.
2. Think tanks will develop a comprehensive strategy for integrating gender identity and creating space for women to join and progress to leadership in the institutions.
3. Think tanks will endeavor to undertake evidence-based and demand-driven research to attract funding.
4. Think tanks will commit to promoting self-regulation to ensure quality outputs.
5. Think tanks need to adopt refined methods of dissemination of quality and policy-relevant research.

CHAPTER 5: CONCLUSION

Dr Rose Ngugi, the Executive Director of KIPPRA, wrapped the symposium by engaging participants to discuss the way forward. It was suggested that think tanks should endeavor to promote access and equity to address the issues of exclusion, which if not addressed will drive more people to poverty. It was also stressed that think tanks should engage the political class in research, including research design, implementation and dissemination of outputs. Undertaking evidence- and demand-driven research was also stated as a means for innovations in policy research that cultivates impact. The issue of think tanks working in silos was cited as a major challenge, prompting the need for undertaking a collaborative approach in undertaking research to influence policy. Think tanks were encouraged to embrace peer learning and capacity building.

Gender was one of the most recurring themes during the symposium. Think tanks were encouraged to incorporate gender and marginalized groups in development of research designs and policy interventions to promote inclusive growth. Think tanks were also encouraged to diversify the portfolio of their stakeholders and simplify packaging of their research outputs to increase the reach of disseminated outputs. The need to have a secretariat established to enhance self-regulation aimed at promoting quality policy research and analysis among think tanks was highlighted. The secretariat would be chaired by KIPPRA, and its activities would include organizing more forums for exchange of best practices in research and influencing policy among think tanks. This will create a framework for think tanks to undertake systematic reviews to ensure that quality research translates to quality policies. Moving forward, KIPPRA was tasked with overseeing the actualization of assigned responsibilities.

ANNEXES

Annex 1: Communique for the Inaugural Symposium of the Kenya Think Tanks held on 27th November 2019 at the Crowne Plaza, Nairobi

The inaugural symposium of the Kenya Think Tanks was convened jointly by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) in collaboration with the Kenya Think Tanks on 27th November 2019 at Crowne Plaza, Nairobi. The theme of the symposium was “Policy Makers and Think Tanks Engagement in Strengthening Evidence Informed Policy Making”. The objectives of the symposium were as follows: to promote conversation between think tanks and policy makers, including state and non-state agencies; to enhance think tank-to-think tank and policy maker-to-think tank collaboration, networking and synergies in generating and sharing evidence; and identify the channels through which ideas and knowledge held by think tanks and policy makers can be used in the public policy process.

Participants of the symposium included representation from the Legislative and Executive arms of National and County Governments, development partners, think tanks in Kenya and the academia.

During deliberation, the following resolutions were made:

THAT:

PLENARY PANEL SESSION-UNDERSTANDING THE PUBLIC POLICY MAKING PROCESS AND DEMAND FOR EVIDENCE AT EACH STAGE

1. Think tanks will actively participate in national planning and budgeting through participation in government-organized stakeholder engagement and validation workshops in a timely manner.
2. Think tanks will be pro-active in providing timely evidence to parliamentarians and other policy makers to support enactment of evidence-informed laws and amendment of existing laws.
3. The Parliamentary Caucus on evidence-informed decision making will provide details of their paper that elaborates on plans to enhance issue-based linkages between think tanks and parliament for input from think tanks.
4. Think tanks will endeavour to explore the possibility of learning from best practice and best fit to make simple policy recommendations that can be quickly implemented. In addition, think tanks need to come up with innovative ways to package their research findings and recommendations to make them palatable to policy makers for easy uptake.
5. Think tanks will endeavour to enhance their visibility at county level to promote uptake of evidence-based policy making process
6. Think tanks should diversify the scope of their research to touch on areas such as climate change that is generally unexplored, and country-specific emerging issues based on factual geospatial data.
7. KIPPRA will embark on developing a comprehensive contact database of think tanks disaggregated by areas of interest to contribute to the building of issue-based synergies and collaborations.

8. KIPPRA will explore the possibility of developing a single repository for research relevant to Kenya for ease of access.
9. Think tanks will continuously involve and engage policy makers in policy dialogue forums to enhance the uptake of policy research and analysis with a view to have making impactful inferences.

LEARNING FROM BEST PRACTICES IN EVIDENCE-INFORMED POLICY MAKING

1. KIPPRA, and other think tanks, will continue to come up with innovative ways to allow for discourse on best practices for influencing policy in a cordial and neutral environment.
2. Think tanks will endeavour to partner with Government, Ministries, Departments and Agencies to be more impactful in the policy making process.
3. Think tanks will endeavour to participate in global ranking initiatives to enhance visibility and quality of research outputs to gauge clear and robust data collection.
4. Think tanks will tap into existing knowledge base of the youth by using recommendations from research outputs in universities and capacity building programmes focusing on young professionals.

CHALLENGES AND OPPORTUNITIES FOR THINK TANKS

1. Think tanks will endeavour to promote access and equity in the county's development agenda in research design to ensure policy interventions promote gender inclusive societies.
2. Think tanks will endeavour to undertake evidence -based and demand-driven research to attract funding.
3. Think tanks will commit to promoting self-regulation to ensure quality outputs.

MOVING FORWARD

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) commits to ensure that the issues raised are communicated with the relevant agencies for action, dissemination and usage.

Action: KIPPRA

Presented on 27th November 2019 at Crowne Plaza, Nairobi, Kenya.

Annex 2: Programme

Date: Wednesday, 27th November 2019

07:30 – 08:30 – Registration

Master of Ceremony: Mr Joshua Laichena - Policy Analyst, KIPPRA

08:30 – 09:30 Opening Session

- Dr Rose Ngugi, Executive Director, KIPPRA
- Hon. Dr Benson Makali Mulu, Co-chair of the Parliamentary Caucus on Evidence-Informed Decision Making
- Mr Saitoti Torome, CBS- Principal Secretary, State Department for Planning
- Chairperson, Council of Governors
- Keynote Address from Guest Speaker, Cabinet Secretary, The National Treasury and Planning

09:30 – 11:00 Plenary 1: Panel discussion on “Understanding the Public Policy Process and Demand for Evidence at Each Stage” by Dr Eliud Moyi,

This session covered the public policy process and explored opportunities for think tank involvement within the process”

Panel Discussants:

1. National Parliament
 2. State Department for Planning
 3. County Assemblies Forum
 4. Representation of COG
- Moderator, Dr Rose Oronje, AFIDEP

11:00 – 11:30- Tea Break and Photo Session

11:30 – 13:00 Plenary 2: Panel Discussion on “Learning from Best Practices in Evidence-informed Policy Making”, by Mr Alex Njeru from – KEMRI-Wellcome Trust and Dr Edna Moi, Kenyatta University, Department of Public Policy and Administration

This session explored the state of evidence-informed policy process in Africa, and highlighted some successful case studies of think tank involvement in this area

Panel discussants:

1. KALRO
 2. Kenyatta University, Department of Public Policy and Administration
 3. Katiba Institute
 4. Centre for Research and Development
- Moderator, Prof Kamau Nyokabi, CPST

13:00 – 14:00-Lunch

14.00 – 15:30 Plenary Panel Session on “Challenges and Opportunities for Think Tanks” By Prof. Dominic Byarugaba AICAD

This session delved into the challenges facing think tanks in their quest to have substantial contributions to policy

Panel Discussants

1. NACOSTI
2. The Institute of Social Accountability,
3. AERC
4. IGTRC

Moderator, Joshua Laichena KIPPRA

15:30 – 17:00 - Tea and Networking

17:00 – 18:00- Communiqué: The Chief Rapporteur presented the highlights of the day, capturing the essence of discussions in the sessions and proposing the way forward

18:00 – 19:00- The National Treasury and State Department for Planning Cocktail

Annex 3: List of Participants

	Participant Name	Institution
1	Saitoti Torome, CBS	PS, State Department for Planning
2	Julius Korir, CBS	Principal Secretary, State Department of Youth at Ministry of Public Service, Youth & Gender Affairs
3	Abdulrasul Muhammed	KIPPRA
4	Abraham Wanjiku	KIPPRA
5	Albert Mbaka	Centre for International & Security Affairs (CISA)
6	Alex Kimanzi	Kitui County
7	Alex Njeru	KEMRI Well-come Trust
8	Allan Kute	World Food Programme
9	Ann Wamuyu	KIPPRA
10	Annie Murimi	Federation of Women Lawyers (FIDA)-Kenya
11	Aradi Muelu	Centre for Parliamentary Studies & Training (CPST)
12	Archbishop Titus Zakayo Ingana	Deputy Director Ministry of Education,
13	Ben Nyerere	Anti-FGM Board
14	Bernard Nyatuga	World Food Programme
15	Benson Odongo	African Institute for Capacity Development (AICAD)
16	Benson Wekesa	KIPPRA
17	Bonface Bunene	KIPPRA
18	Brenda Owiso	State Department of Industrialization
19	Carolyne Mbatia	KIPPRA
20	Catherine Mutuku	KIPPRA
21	Chabari N. Grace	Nairobi City County (NCC)
22	Charles Tonui	African Centre for Technology Studies (ACTS)
23	Chris Waithaka	Kenya Law Reform Commission (KLRC)
24	Christabel Kirwa	Kenya Law Reform Commission (KLRC)
25	Christine Kariuki	Department of Research Science & Technology (DRST) Ministry of Education
26	Clandiuos Chikozya	African Population & Health Research Centre (APHRC)
27	Dr Elizabeth Kamunda	Kenya National Commission on Human Rights (KNCHR)
28	Dr Edna Moi	Department of Public Policy & Administration
29	Dr Charles Owino	African Economic Research Consortium (AERC)
30	Dr Edwardina Ndhine	National Commission for Science, Technology & Innovation (NACOSTI)
31	Dr Eliud Moyi	KIPPRA
32	Dr John Ayisi	Ministry of Education
33	Dr Khanenje	Horn Institute

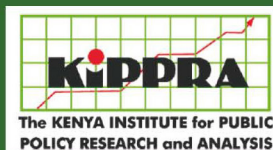
34	Dr Paul K. Ngetich	Parliament
35	Dr Rose Ngugi	KIPPRA
36	Dr Rose Oronje	African Institute for Development Policy (AFIDEP)
37	Dr Wellington Mulinge	Kenya Agricultural & Livestock Research Organization (KALRO)
38	Duke Gekara	Correctional Services
39	E. Kioko Luka	Machakos County
40	Edith Imunde	Society of Clerks at the Table (SOCATT)
41	Elijah Kinara	State Department for Vocational & Technical Training (VTT) Ministry of Education
42	Elizabeth Mbutia	Ministry of Energy
43	Emily Kiname	Katiba Institute
44	Eric Audi	Ministry of Industrialization
45	Esther Mativo	African Institute for Capacity Development (AICAD)
46	Eunice Mmboga	Uwezo Fund
47	Eva Mageto	Senior State Counsel, Office of the Auditor-General (OAG)
48	George Bosire	Ministry of Agriculture
49	George Wanjahi	Ministry of Trade
50	Grace Kimitei	State Department of Wildlife
51	Grace Kyule	KIPPRA
52	Guyo Chepe	Institute for Security Studies (ISS)
53	Hellen Ngari	KIPPRA
54	Hillary Muthui	County Assembly of Machakos (CAMKS)
55	Amos Maloki	MCA - Narok County
56	Benson Makali Mulu	MP - Kitui Central
57	Ian Chris Murimi	State Department for Maritime & Shipping Affairs (SDSM)
58	Irene Nyambura	Kajiado County Assembly
59	Isiah K. Byegon	State Department for Planning (SDP) - Principal Economist
60	Itoto Echakawa	Law Society of Kenya (LSK)
61	James Kariuki	Kenya Medical Research Institute (KEMRI)
62	James Osoro	Kenya Bankers Association (KBA)
63	Prof. Jane Mariara	Partnership for Economic Policy (PEP)
64	Jane Njoki	African Institute for Capacity Development (AICAD)
65	Janet Kabaya	Kenya National Commission on Human Rights (KNCHR)
66	Jared Kingoina	State Department for Youth (SDY)
67	Jennifer Orwa	Kenya Medical Research Institute (KEMRI)
68	Job Manani	Uraia Trust
69	Joel Okwemba	Centre for International & Security Affairs (CISA)

70	Joel Otieno	Horn Institute
71	John Kimani	State Department of Infrastructure
72	Joseph Maina	Law Society of Kenya (LSK)
73	Joshua Laichena	KIPPRA
74	Josaphat Juma	IREN
75	Kenneth Karenju	KIPPRA
76	Kenneth Okwaroh	Africa Centre for People, Institutions & Society (ACEPIS)
77	Kiama Kiara	Laikipia County
78	Kinuthia Njoroge	KIPPRA
79	Lawrence Nzioka	Embu County
80	Leonard Kirui	International Livestock Research Institute (ILRI)
81	Lilian Sammy	National Cohesion & Integration Commission (NCIC)
82	Cornelius Kimeli	Kenya National Commission on Human Rights (KNCHR)
83	Lottan Mwangi	Treasury
84	Lucy Waruingi	African Conservation Centre (ACC)
85	Lwenyi Kennedy	Kenya Wildlife Service
86	Macharia Mary	National Land Commission (NLC)
87	Maingi Kinuthia	Horn Institute
88	Marale Sande	Parliament
89	Margaret Aduol	Centre for Research & Technology Development
90	Margaret Mwangi	United States Agency for International Development (USAID)
91	Marjorie Moraa	African Capacity Building Foundation (ACBF)
92	Mary Adoda	Horn Institute
93	Mary Mwakoma	Centre for Parliamentary Studies (CPST)
94	Matayo Ratemo	Dedan Kimathi University of Technology (DEKUT)
95	Maurice Onyango	SDFA IBEN
96	Mayiani Tuna	Narok County
97	Mercy Ruru	International Development Research Centre (IDRC)
98	Michael Gor	Africa Centre for People, Institutions & Society (ACEPIS)
99	Maurine Kounda	KIPPRA
100	Joseph Mugeni	Centre for Parliamentary Studies (CPST)
101	Electine Nanzala	State Department of Petroleum
102	Mutene Masai	Kenya Marine & Fisheries Research Institute (KMFRI)
103	Mutua Bonface	Makueni County
104	Naftali Abuya	Ministry of Interior & Sanitation

105	Njenga Peterson	Planning - Economist
106	Nkatha Mercy	The Institute for Social Accountability (TISA)
107	Obiero Charles	Ministry of Education
108	Ogumbo Teresia	Africa Centre for People, Institutions & Society (ACEPIS)
109	Pamela Ateka	Women in Democracy & Governance
110	Paul Kimwele	Kitui County Assembly
111	Paul Thirika	County Assembly of Tharaka Nithi
112	Peter Kitusho Musa	Kajiado County Assembly
113	Peter Marua	KIPPRA
114	Phares Kirii	KIPPRA
115	Prof. David Minja	Department of Public Policy & Administration
116	Prof. Nyokabi Kamau	Centre for Parliamentary Studies (CPST)
117	Prof. Dominic Byarugaba	African Institute for Capacity Development (AICAD)
118	Prof. Wellington Otieno	RESTECH
119	Purity Kimaiyo	KIPPRA
120	Rodgers Musamali	KIPPRA
121	Romana Kimende	Machakos County
122	Roy Munanga	Kenya Defence Forces (KDF)
123	Sabina Obere	KIPPRA
124	Samantha Luseno	KIPPRA
125	Samauel Kataa	KIPPRA
126	Samuel Waweru	KIPPRA
127	Seruni Collins	National Construction Authority (NCA)
128	Stella Mumbi	Ministry of Industrialization
129	Stella Mutuku	KIPPRA
130	Verity Mganga	State Department for Gender
131	Vincent Gichuki	KIPPRA
132	Wambui Ngunjiri	County Assembly of Nyeri
133	Wario Malicha	KIPPRA
134	Yasir Ahmed	Centre for International & Security Affairs (CISA)
135	Yogo Kinuthia	KIPPRA
136	Yusuf Mustafa	Horn Institute







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