Note from the Executive Director | George Kegoro
The Kenyan Section of the International Commission of Jurists (ICJ Kenya) is a jurist, non-governmental, and not for profit making organization registered society. Its tripartite mandate is to promote and protect the Rule of Law, Human Rights and Democracy. ICJ Kenya has been spearheading the campaign for the enactment of a Freedom of Information law since the year 2000. ICJ Kenya organizes the Uwazi Cup to promote Freedom of information which is a fundamental tool in ensuring transparency and accountability in governance.

In the absence of this law, information that is critical to corporate and industrial organizations or that would present new business opportunities is often withheld by the government in the traditional government custom of hording information, supported by draconian legislation such as the Official Secrets Act. This has led to unprincipled practices where only some individuals are privy to information which by its very nature should be competitive and accessible to all players in the business sector. Conversely, information to which all businesses should have access as a matter of right is available to only those that have ties with the state.

Worth a read
- Balancing the Right to Know and National Security
- Justice for Wanjiku: The proposed constitutional amendment on the gender principle can only be guaranteed through Popular Initiative
- Ong’wen and the ICC: Justice for victims in Uganda
- "A" for Activism: Revisiting Participation of Children in Protests
- Difficulties in Demonstrating Impact

Upcoming ICJ-Kenya Activities
- ICJ Kenya Members Forum, 6th-8th May 2015
- UWAZI CUP on 16th May 2015
- Annual Jurist Conference, November 2015
Snippets of some recent ICJ Kenya Activities

ACCESS TO JUSTICE PROGRAMME (A2J)

ICJ Kenya holds discussions with elders on Alternative Justice

ICJ Kenya and The Judiciary Training Institute (JTI) held an exchange forum at the Nyeri Technical Institute with the Council of Elders from Kericho and Nyeri on Alternative Justice Systems (AJS) in Kenya. The forum was aimed at establishing existing avenues for effective participation of the council of elders in judicial reforms through AJS as contemplated in article 159 of the constitution. The forum, which consisted of 100 participants, identified achievements and challenges of AJS and proposals for better engagements.

The highlight of the forum was the elders giving account of the several mechanisms they have used in resolving disputes and their success stories. They also made proposals on how the Council of elders can work with the judiciary in promoting AJS notably:

- Training of elders on AJS by the Judiciary through support of the CSOs
- Jurisdiction of the elders, what they are supposed to listen to and what they are not supposed to listen to
- The proper procedure for taking cases to the elders
- How a decision made by the elders will be implemented in the court

Kericho Resident Judge, Justice Hedwig Ong’udi and Hon. Henry Nyakweba, Othaya Principal Magistrate, appreciated ICJ Kenya’s continued support in the transformation of the Judiciary and urged the elders to disseminate the knowledge acquired to their fellow council members.

HUMAN RIGHTS PROTECTION PROGRAMME (HRPP)

The Journey to Realization of the Protocol to the Rights of Women in Africa

ICJ Kenya in conjunction with its partners, the Judiciary Training Institute, Equality Now, and the Solidarity for African Women’s Rights (SOAWR) held a regional judicial dialogue on the African Women’s Rights Protocol. The dialogue was held at The Judiciary Training Institute in Nairobi, between 18th and 19th February, 2015, and was attended by over 53 judges and magistrates.

The objectives of the dialogue were:
1. To facilitate interrogation and aid appreciation of legal, cultural and religious concepts and how these interface with women’s rights.
2. To advance the case for dispute adjudication that inter alia speaks to daily realities of African women and lend to practical and sustainable solutions for African women.
3. To promote the use of the Protocol in adjudication so as to contribute to effective interpretation and implementation of Maputo Protocol.
4. To promote understanding of women’s rights and inform training modules and content of human rights modules of judicial training institutes in East Africa.

The principle themes discussed included Sexual and Gender Based Violence (including FGM), Women Land and Property Rights (including inheritance), Citizenship and Nationality, Harmful Traditional Practices, Women and Representation, and Considerations in adjudication of women rights.

At the end of the Dialogue, the emerging consensus was that the Protocol offers a rich legal resource for judges in the adjudication of reproductive health rights. Judges acknowledged that they have to fight 2 temptations: either to be unduly formalistic and legalistic showing a passive and logistic regard to human life or to be overly eager to secure favorable headlines as champions for the poor. Judging, they observed, is influenced by many variables: Procedural and Substantive; a question of skills (whether judicial officers are equipped to handle such matters and cases) and a judicial officer’s outlook/orientation (all judicial officers have different outlooks and orientations). Accordingly, the value of strategic litigation was deemed to be very high and is it aimed at education of both the broader society and of judicial officers.
1st Colloquium of the Coalition for an Effective African Court on Human and Peoples’ Rights

ICJ Kenya and Rencontre Africaine pour la Défense des Droits de l’Homme (RADDHO), under the auspices of the Coalition for an effective African Court of Human and Peoples’ Rights (the Coalition) organized the first Colloquium of the African Court Coalition under the theme: “Building the Court we want: Reflecting on Perspectives and Challenges of the Proposed African Court of Justice and Human Rights with Criminal Jurisdiction.” The Colloquium was held in Arusha, Tanzania between 12th and 13th March 2015.

The purpose of the Colloquium was to explore avenues for redress in the fight against impunity provided in the Malabo Protocol that was adopted in June 2014 at the ordinary summit of the AU as well as reflecting on the concerns amongst stakeholders and their expectations regarding the capacity of the Court to effectively fight impunity in the continent.

This forum brought together civil society organizations, lawyers, scholars, donors and other potential stakeholders. In attendance was also the Judge President of the African Court on Human and Peoples’ Rights; Justice Augustino Ramadhani who gave a key note speech and opened the Colloquium.

In the deliberations, an issue of interest turned out to be article 46A bis of the Malabo Protocol, which allows immunity for Heads of State. Participants contended that the immunity provision was so extreme in its effect that the Coalition should take a position against it. Hon. Justice Augustino S.L Ramadhan, the Judge President of the African Court on Human and Peoples’ Rights (The African Court) highlighted the fact that 35 African states have ratified the Rome Statute as compared to the 28 states which have ratified the Protocol establishing the African Court. The Malabo Protocol adopted in 2014 extends the jurisdiction of the African Court to prosecute international crimes and there is need for 15 states to ratify the protocol for it to become operational.

The discussions on how impunity could be tackled in the context of Art. 46ABis yielded these interesting outcomes:

- Investigate Heads of State/Senior State Officials, while they are still in office.
- Prosecute their Co-perpetrators (Direct and Indirect Co-perpetrators): husbands, wives, sons, daughters, cronies, military generals, financiers, etc, while they are still in office.
- Widen the net to investigate and prosecute corporations as well as individuals (corporate criminal liability).
- Contribute to discrediting and delegitimizing ‘rogue’ regimes, while they are still in office.
- Use the Court’s outcomes (including Provisional Measures) to advocate for more proactive action from the African Governance Architecture (AGA) and the African Peace & Security Architecture (APSA).
- Universal Jurisdiction: work more creatively and proactively with it.
- The risk of “tenure prolongation” could be tackled through AGA and APSA.

At the close of the Colloquium, participants recommended that:

a) The Coalition condemns article 46A Bis;
b) The Coalition starts a process of bilateral consultations with African governments to ascertain their current views about the Protocol and what has made them suddenly so reluctant to ratify it.
c) The Malabo Protocol is scarcely understood. There should be investment in promoting awareness about its content. This will inform debate on the protocol.
d) The Coalition preserves and propagates the relationship in the event that the African Court migrates to a new status if the AU’s Merger Protocol (the one merging the ACHPR with the African Court of Human Rights) comes into force.

“No charges shall be commenced or continued before the Court against any serving AU Head of State or Government, or anybody acting or entitled to act in such capacity, or other senior state officials, based on their functions, during their tenure of office.”

- Article 46A bis, Malabo Protocol
ICJ Kenya met the Cabinet Secretary for Information, Communication, and Technology to discuss the openness survey that will rank the ministries on transparency based on a criterion developed by ICJ Kenya. George Kegoro, Executive Director of ICJ Kenya, spoke on the opportunity for government ministries to become more transparent and generate public attention on open governance and the importance of sharing the objectives of the project with the ministry. He expressed optimism that the initiative by ICJ Kenya would complement government efforts to be more transparent in their business.

Dr. Fred Matiang’i, the Cabinet Secretary for Information, endorsed the survey and agreed to communicate within government that this is being done. However, the ministry set up follow up meetings to take them through the tool developed. The ministry agreed to provide a facilitative role different mandates and disclosure of information is not only governed by law but also policies like the National Security Charter. However, he cautioned the need to put pressure to the questions of access to information. This is notwithstanding that the public noting that the public is often ill informed or ignorant. The ministry pledged support and promised to advise government to provide relevant formation required for the Survey.

Regarding the counties, there was an understanding that the need for the public to demand information from their governors cannot be overemphasized. So the demand side must therefore be empowered and in this case ICJ Kenya agreed with the cabinet secretary and promised to focus on the demand sides. There were also discussions on the Freedom of Information (FOI) Bill. Dr. Ken Nyaundi, ICJ Kenya Council Chairman, sought information on the status of the FOI Bill and the Data protection Bill. Ministry officials stated that the Bills have been approved by cabinet and the bills should be with the leader of the majority in Parliament.

**Worth A Read**

**The International Coalition to Stop Crimes Against Humanity in North Korea Holds Conference in Seoul**

*By George Kegoro | Executive Director, ICJ Kenya*

The International Coalition to Stop Crimes Against Humanity in North Korea (ICNK) held a two day Conference in Seoul, South Korea between 31st March and 1st April 2015. The purpose of the Conference was to explore ways of dealing with concerns of human rights violations in North Korea. Participants were drawn from the founders of ICNK being Amnesty International, Human Rights Watch, and International Federation for Human Rights, as well as representatives of over 40 human rights organizations worldwide supporting ICNK’s work.

ICNK was formed in 2011 with the goal of advocating for the establishment of a UN Commission of Inquiry to investigate Crimes against Humanity in North Korea. The issues that fall under its concern include North Korea’s political prison camp system and the repatriation and punishment of North Korean refugees.

In March 2013, the United Nations Human Rights Council established the Commission of Inquiry on Human Rights in the Democratic People’s Republic of Korea (DPRK), mandated to investigate the systematic, widespread and grave violations of human rights in the Democratic People’s Republic of Korea, with a view to ensuring full accountability, in particular for violations which may amount to crimes against humanity. Among the violations to be investigated were those pertaining to the right to food, those associated with prison camps, torture and inhuman treatment, arbitrary detention, discrimination, freedom of expression, the right to life, freedom of movement, and enforced disappearances, including in the form of abductions of nationals of other States.

The Conference took place against the backdrop of the Commission’s Report to the Human Rights Council which recommended that “the Security Council should refer the situation in the Democratic People’s Republic of Korea to the International Criminal Court for action in accordance with that court’s jurisdiction.” Thus, it was the Commission’s Report that formed the central piece of attention in the Conference. The main question was what to do with the Report, how to move the North Korean situation to the next level, and what that level might be.
Key note speakers included Commissioners Justice Michael Kirby, a distinguished Australian judge, and Marzuki Darusman, the Special Rapporteur on the situation of human rights in the DPRK, also former Attorney General of Indonesia. There was also a keynote speech by Korean Human Rights Ambassador Lee Jung Hoon who strongly condemned the atrocities in North Korea. The speeches was succeeded by a discussion on significance and movements aimed at implementation of ICC referral.

In my presentation on “Lessons on the role of the Security Council in the Darfur and Kenyan situations before the ICC”, I argued that the UN Security Council’s refusal to grant a meeting with the AU Panel on Darfur in 2009 was interpreted by the AU as an act of arrogance within the Security Council and deepened the perception that Western powers treated African leaders with contempt. The culmination of these tensions was the passing of AU Resolution of July 13, 2009 at the 13th Session the of the Assembly of the African Union held in Sirte, Libya, not to cooperate with the Court in the arrest and surrender of the Sudanese president, Omar al- Bashir. The entry of the Kenyan cases before the ICC opened a second front through which the AU expressed concerns about the prosecution of African leaders. It would appear that the Security Council badly misjudged the developments on the African continent, letting things drift into a fully hostile relationship between the AU, on the one hand, and the Court and the Council on the other hand.

Further discussions by Angela Mudukuti, Lawyer of Southern Africa Litigation Center on explored the lessons learnt from their work towards the application of South Africa’s jurisdiction for crimes committed in Zimbabwe. A useful discussion by the distinguished David Hawk, author of “Hidden Gulag I, 2” on ways of implementation of recommendations of the COI Report yielded the following observations:

(a) An ICC referral of the North Korean situation was unlikely to materialize because China, the patron of North Korea, would veto such a resolution;
(b) It was, however, still worth pushing for such a decision, because it would provide leverage for a negotiated compromise, like an ad hoc regional court, or pressure to allow human rights monitors to enter North Korea;
(c) From the point of view of Africa, an ICC referral would ease the pressure in the AU/ICC relationship, so it was something that was worth pursuing;
(d) The Security Council is, however, unlikely to make a referral of the situation in North Korea if there is concern that it will lead to a Bashir-like situation where North Korea will not cooperate with the ICC investigation;
(e) The Security Council will remain seized of the North Korean issue and will invite the High Commissioner on Human Rights to address it on that situation. There are inherent opportunities to keep it alive and to move it forward.

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Balancing the Right to Know and National Security

By Anne Nderi | Programme Manager, Democratization

The Right to Information\(^1\) is a human right enshrined under international and regional legal instruments such as the Universal Declaration of Human and People’s Rights, the International Covenant on Civil and Political rights, the African Charter on Human and People’s rights among others. The Constitution of Kenya under Article 35 enshrines the public’s right to information and provides thus; every citizen has a right to access all information held by the state and the state shall publish all important information affecting the nation.\(^2\)

Article 24 of the Constitution of Kenya provides that a right or fundamental freedom in the Bill of rights shall not be limited except by law and then only to the extent that the limitation is reasonable and justifiable in an open and democratic society based on human dignity and freedom. The right to information is not absolute and is subject to minimum exemptions justified by law, national security has been recognized as a legitimate limitation of the public’s right to know and enjoyment of other human rights.

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“Every citizen has the right of access to information held by the State, and information held by another person and required for the exercise or protection of any right or fundamental freedom.

The State shall publish and publicize any important information affecting the nation.”


The right to information and national security interest have often been viewed as two conflicting interests; the public have a right to access information held by the state on one hand and the state has an obligation to protect the country’s

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\(^1\) African Commission on Human and Peoples’ Rights. Model Law on Access to Information for Africa. (2013). Pg. 15. Defines information to include any original or copy of documentary material irrespective of its physical characteristics, such as records, correspondence, fact, opinion, advice, memorandum, data, statistic, book, drawing, plan, map, diagram, photograph, audio or visual record, and any other tangible or intangible material, regardless of the form or medium in which it is held, in the possession or under the control of the information holder to whom a request has been made.

\(^2\) Article 35 of the Constitution of Kenya.
national security interests. The challenge has been the application of national security legitimately in the protection of human rights. The current legal framework does not define national security as an exemption of the right to information, nor set clear standards or procedures for classifying or otherwise withholding information on national security grounds. The result has been instances where the government arbitrarily denies the public of their right to information citing national security grounds even where the information requested does not threaten national security. In a previous raid by the government at a news room, a police spokesman said in a statement hours after the early morning raid that authorities conducted the sweep to collect evidence about a plot that would threaten national security. Recently, Parliament passed into law the Security Amendment Act 2014, a law that threatened the principles of the Constitution on human rights and disclosure of information.

While national Security is one of the exemptions provided by law for non-disclosure of information, there is need to maintain a balance to ensure that the exemption of national security is not arbitrarily applied to deny the public of their right to information held by the state. While there is legitimate interest for keeping certain information held by government secret on national security grounds, there is need to balance this with the public’s right to information held by public authorities. Recent occurrences suggest that legitimate national security interests are, in practice, best protected when the public is well informed about the state’s activities, including those undertaken to protect national security.

As the only conceivable option, a constitutional amendment can take two approaches; either through a parliamentary initiative as provided for under Article 256 or by popular initiative under Article 257. If parliamentary initiative is preferred, at least two thirds of members of National Assembly and Senate must pass the amendment Bill. On the other hand, a popular initiative requires at a minimum, one million registered voter signature. The proposal for constitutional amendment and can be formulated in general terms or reduced to a draft Bill. This process also envisages participation of the county assemblies, required to pass the draft Bill within a period of three months by a simple majority. The proposal to undertake a constitutional amendment is not a new one. In August 2011, the late Minister for Justice, Hon. Mutula Kilonzo drafted the first constitutional amendment bill that would provide a mechanism for actualizing the Gender Principle. However, the proposal did not garner common consensus and was strongly opposed amidst skepticism, mixed political and legal views.

Even as the Supreme Court deadline approaches and going by the prevailing political climate, what chance does Wanjiku have for drumming up a campaign for the required constitutional amendment? The current outlook and political temperatures at the National Assembly does not seem promising; its male orientation is hostile to gender issues. Therefore unless the current women policy makers build consensus and reach out to the male colleagues and involve them in this discourse, the chances of reaching the two-thirds threshold for a parliamentary initiative is not likely to be attained.

This therefore leaves the women with the popular initiative option. For the women’s movement to sustain a popular campaign and secure their right to equal participation and benefit from decision making processes, a massive grassroots movement that is ‘Wanjiku’ focused will have to put in place. The mainstay of this argument is that a Wanjiku...
driven and owned campaign will have higher chances of success. In addition to demand for a constitutional amendment and its related campaigns, at the very least, it must include minimum proposals for legislative reforms that touch on electoral and political parties laws. I suggest that campaign should be situated within the concept of fairness; women not only constitute more than half of the population but also contribute overall to socio-economic and political development of the country. Given more opportunities in decision-making in accordance with human rights principles, they can double the impact on society and by extension, Wanjiku’s livelihood.

The recent arrest of Dominic Ong’wen brings victims in Uganda closer to Justice

By Stella Ndirangu | Programme Manager
Edigah Kavulavu | Programme Officer
International Cooperation Programme

Dominic Ongwen, the second in command in the Lord’s Resistance Army, a high value fugitive from ICC justice was captured by the US forces in the Central Africa Republic and was later transferred to the ICC on 20 January 2015, having been surrendered to the Uganda People’s Defense Forces. It has taken the ICC over ten years since arrest warrants were issued for Dominic Ongwen and other Lord Resistance army commanders to get him to face justice.

Ongwen, seized and abducted at the age of 10 years by the Lord’s Resistance Army, allegedly committed serious crimes while in captivity and is charged with seven counts of crimes against humanity and war crimes under the Rome Statute.

The ICC initiated his trial and he made his first appearance before the chamber on 26 January 2015. The trial will however, not progress in 2015, as the prosecutor applied for the confirmation of charges hearing to be postponed until January 21, 2016. The prosecutor contends that her office needs time to contact witnesses to prepare them adequately for trial. The office of the prosecutor has also argued that validating the evidence gathered over a decade ago will require several months of work by before the case can be presented to pre-trial judges.

The relationship between the ICC and Uganda is certainly an interesting one. On the one hand, Uganda has in the past sought the assistance of the ICC in bringing rebel warlord Joseph Kony and his comrades to account for war crimes committed in northern Uganda. On the other hand, Uganda has strongly criticized the ICC accusing it of being used as tool to target Africa. During Kenya’s Independence Day celebrations in December 2014, President Museveni said in his speech that he would mobilize African leaders to pull out from the ICC.

Going by Uganda’s wavering support for the ICC, it could easily be argued that Dominic Ong’wen’s trial portrays a political motive with the government supporting partial accountability and can be construed as victors’ justice. Uganda’s army the Uganda Peoples Defence Force (UPDF) has also been accused of committing serious atrocities against the civilian population in Northern Uganda. Very little effort had been employed to pursue these allegations, it seems easier to hold the leaders of the LRA accountable once captured. However, the trial of Ong’wen at the ICC gives hope that the perpetrators of many atrocities in recent time will be held accountable. The trial of Ong’wen creates an opportunity for African citizens to put pressure on the government of Uganda to renew dialogue and promote accountability for atrocity crimes committed in Uganda and the Continent.

'A’ for Activism: Revisiting Participation of Children in Protests

By Steve Ogolla | Programme Officer, HRPP

The recent involvement of children in #Occupyplayground Protests at Lang’ata Road Primary has brought forth mixed feelings from many, and caused a debate on the merits and costs of involving children in protests and political actions. Questions have emerged whether it is responsible parenting to protect children from these issues or to involve children in the middle of a protest that involves police action and could become volatile. A classic example of youth engagement in political activism is the Soweto riots when children took the

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3 Supra note 1
street for a peaceful demonstration. The police reaction was brutal and that day at least twenty-five people were killed.

Predictably, some of the arguments that may be used to exclude children from protests include risks to children’s physical safety, the risk that children could be manipulated, and the need to protect children from adult issues. These notwithstanding, children may be capable of seizing issues around them and forming opinion around those issues. Roberta Bosio, in his paper, “Right” and “Not Right”: Representations of Justice in Young People, observes that young people are social actors who possess the reasoning skills to face even complex questions of justice and moral issues with regard to situations affecting their everyday life, as well as more complex situations that are not part of their experience. Children’s increased awareness of social issues, at least from the age of eleven, is well documented. Penal regimes acknowledge that children may be capable of thinking logically and seeing things from the perspective of right and wrong. Section 14 (2) of Kenya’s Penal Code imputes criminal culpability from the age of twelve as is the case in many other jurisdictions. Moreover, there are examples of children organizing in order to further their own interests. In Kenya, the Children’s Government is an association that brings together child leaders to advocate for issues affecting children such as education, healthcare and protection from violence.

Positive Obligations
The Constitution of Kenya endorses the capability argument and recognizes the capacity of children to form and express an opinion regarding situations affecting their everyday life. Article 37 of the Constitution stipulates that every person has the right, peaceably and unarmed, to assemble, to demonstrate, to picket, and to present petitions to public authorities. Globally, the right of children to participate in matters affecting them has become increasingly recognized, and it needs to be acknowledged that children have as much to contribute to protest movements as adults. The right to freedom of assembly is well established in international human rights law. The right’s explicit inclusion in Article 15 of the Convention on the Rights of the Child (CRC) provided a welcome clarification that such a right does indeed exist for this group. Children—defined here as those under the age of eighteen—are notable for their minority status even though the spectrum ranges from infants to young adults. Article 12 of CRC further stipulates that children should be heard in all matters affecting them.

Reflecting the growing recognition of the importance of protest as a human right, the mandate of the U.N. Special Rapporteur on the rights to freedom of peaceful assembly and of association was established in 2010. The Special Rapporteur has observed that protest is a means through which citizens can peacefully direct government attention to their issues. Because of the potential for protest as a peaceful alternative to violent means, the Rapporteur asserts, “peaceful protest must thus be protected, and protected robustly.”

However, it will not be possible to facilitate the right of children to peaceful protest unless their special vulnerabilities are adequately acknowledged. For this reason, the U.N. Committee on the Rights of the Child, has emphasized the positive obligation that States have to ensure children’s safety in protest. The State has obligations to respect, protect and fulfill the right of children to participate in peaceful protests. The obligation to respect requires the State to ensure that their officials abstain from killing and torturing children involved in protest. The obligation to protect requires the State to ensure protection of protesting children from third parties. For example, States may have to ensure that gang masters do not attack children participating in peaceful protests. The obligation to fulfill requires the State to take positive action toward full realization of rights, including appropriate legislative, judicial, and budgetary measures. Because of children’s vulnerabilities, it is this aspect of State obligations that requires the greatest emphasis.

DIFFICULTIES IN DEMONSTRATING IMPACT
By Maureen Omondi | M & E Officer

In project management impact is usually considered as a higher level situation that a project contributes towards achieving and this is usually outside the scope of the project. Borrowing from an established literature in international development and evaluation, we use the term to refer to “significant or lasting changes in people’s lives, brought about by a given action or series of actions”. Many definitions of impact refer to a logic chain of results in which

organizational inputs and activities lead to a series of outputs, outcomes, and ultimately to a set of societal impacts. More recently, the term has also come to be associated with results that target the “root causes” of a social problem. Good impact reporting helps beneficiaries, volunteers, donors, funders and other supporters understand and engage with an organization. It also helps staff and board to focus on results and work to achieve their vision. An organization that is able to establish and explain its impact will have a strong foundation both for communicating its work, and also managing it to achieve the greatest possible impact.

There are various reasons why organizations face challenges when reporting about impact. We will explore a few of these reasons. Impact reporting is a work in progress and can only be achieved if the short term reporting and documentation is carried out effectively. Simple reporting on outputs and outcomes, help build up to impact reporting. If an organization is not able to map out activities and link them to outputs and outcomes then it will be difficult to trace the impact of the organization. When carrying out activities, the program team should always engage an evaluative outlook and reflect on their achievements. Continuous documentation and discussions of activities and outputs and what they are leading to helps a team build on their outcomes and eventually impact.

Indicators are key in the identification of results. There is need to identify and select appropriate indicators to be able to map out impact. It is not easy to directly measure the impact activities in most cases however appropriate indicators that are known to be closely connected with intended effects will allow attribution to activities. It is important to establish baselines of the project indicators because the end results of your activities can only be seen if the baselines change.

If staff do not understand and own the vision of the organization, they will never understand what they want to achieve and ultimately the change they seek. If there is no grasp of these it will be very difficult to identify the impact an organization seeks to achieve, the difference the organization wants to make. Sadly they let the change pass them by as they are unable to recognize results.

Impact reporting is usually done after a longer period of time. If an organization does not carry out effective reporting and also experience staff turnover it will be faced with difficulties in reporting on its impact. There is need to continually evaluate and ensure that organizational reporting is functional, effective and relevant. Data collection where impact is involved can also be very costly, especially the use of surveys which are usually very rigorous. This also limits an organization in reporting on impact. Demonstration of impact is vital in any project and should be included from the planning phase on any project.

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