Center for
Transformational
Leadership

STRATEGIC
PLAN
2019-2023

EQUITY: PATHWAY TO REALIZING
YOUTH AND WOMEN RIGHTS

www.ctl-kenya.org

Center for Transformational Leadership

STRATEGIC
PLAN
2019-2023

CONTENTS

FOREWORD

It is our great pleasure to share CTL's Strategic Plan for the period 2019–2023.

This strategy is a result of an intensive five-month process that involved a review and analysis of the organization's past performance. It has been developed with input from the organization's senior management, stakeholders, beneficiaries of CTL's past work and staff who are interested in the future prosperity of Kenya. It is based on a realistic assessment of CTL's capabilities and weaknesses, a reflection of its performance since inception and an in depth analysis of future opportunities and challenges within the complexities of the Kenyan context.

CTL is a registered PBO that has been in existence since 2008. Development of this strategy presented a unique opportunity for the organization to rethink if focus and growth strategy, including what it needs to do to position itself to impact on the future. The crafting of this strategy happened at an interesting time for Kenya. It happened soon after the country celebrated 7 years of a new constitutional dispensation that saw the established of a devolved system of government and laid a solid foundation for realization of rights, particularly youth and women rights.

It was also developed at a time when the country was emerging from a highly contested 2017 election and entering the second 5-year phase of implementing devolution. All these occurrences within the political and economic space helped shape CTL's strategic direction for the period 2019-2023.

The programming focus presented in this strategic plan has been designed to contribute to Kenya's national plan, Vision 2030. Specifically, CTL's work over the next 5 years will contribute to the political, social and economic pillars of Vision 2030 in varying propositions. Globally, this strategic plan was developed at a time when the countries around the world are rallying behind the global sustainable goals agenda under the theme, "Transforming our World: the 2030 Agenda for Sustainable Development".

As such, CTL has made deliberate effort to contribute to five sustainable development goals namely:
- Quality education
- Gender equality
- Reduced inequalities
- Good health and well-being for people and
- Decent work and economic growth

KRISTIN NAITULI,
CTL Board Chairperson

VISION, MISSION AND CORE VALUES

Our 2019-2023 strategy recasts the vision and mission of our organization to fit our focus on devolution as a key driver for equity and rights as follows

VISION:

A transformed society upholding values of good governance

MISSION:

Advancing the understanding and practice of leadership and good governance for positive change

CORE VALUES

Underpinning our Vision and Mission are basic values which guide what we do and how we do it.

DIVERSITY:

We appreciate diversity and do not discriminate people on the basis of race, gender, ethnicity, age, or religion.

PARTNERSHIPS:

We value collaboration, we network with organizations, individuals and communities to pursue shared goals and interests

RESPONSIVENESS:

We find creative solutions to address the needs of our target communities

WHAT WE DO

LEADERSHIP

Purpose
Build the confidence of youth and women so they can find creative solutions to the challenges they face in their day to day lives

We provide:
- Leadership trainings
- Linkage between vocational skills and economic opportunities
- Work force development
- Access to capital and markets
- Peer-to-Peer Learning

DEMOCRACY

Purpose
Promote participation of youth and women in democratic processes and provide them with a criteria for identifying quality leaders during elections

We provide:
- Voter education
- Facilitate social vetting
- Performance monitoring Political party democracy

GOVERNANCE

Purpose
Enhance citizen access to economic and social rights by empowering them to monitor public services, engage duty bearers and participate in decision making processes

We provide:
- Civic education
- Service Monitoring
- Support Budget analysis and tracking
- Capacity building on service monitoring
- Policy influencing

TARGET AUDIENCE

Youth & Women

ISSUES OF FOCUS

- Access to Social, Economic and Political Rights
- Economic Rights: Access to Jobs, Training, Markets and AGPO
- Political Rights: Quality Representation, Participation in Political Parties and Political Leadership
- Social Rights: Access to Health and Education Services

OUR IMPACT

LEADERSHIP DEVELOPMENT

500+ Youth with Essential Leadership Skills

3,000+ Youth Engage in Community Service

3,800 Reached through Online Campaigns

DEMOCRACY

4500+ People Reached with Voter Education

11 Candidates Vetted by Citizens

5 Voter Simulation Exercises Conducted

GOVERNANCE

60,000+ Citizens Reached with Quality Civic Knowledge

10 Health and Education Facilities Monitored for Service Delivery

1000+ Citizens with Basic Budget Knowledge

COMMUNITY RESOURCE PERSONS

16 Budget Champions

16 Civic Educators

30 Accountability Cell Members

18 Social Auditors

LESSONS FROM PREVIOUS WORK

1. Programming must Respond to Citizen Needs

The audiences that we serve have varying needs and through our interventions, we endeavor to address some of those needs. We have learnt over time that the needs of our target audience must always be at the core of our programming. As such, the programs and projects that we develop and implement must be informed by citizen needs and not the other way. Our experience has taught us it is only by doing this that we will be able to sustain the impact of our work in the communities that we serve.

2. Harvesting Results is Critical

Over the years, we have learnt that monitoring and evaluating the impact that our interventions have on our target audience is critical. This process must capture actual results and identify the change that occurs as a result of the work we do. This change could in different ways - from change in behavior and knowledge and awareness levels to a shift in policy implementation or development. By capturing the results being generated

Building the capacity of community members in utilizing social accountability tools in monitoring services delivery.

Leadership training for departmental secretaries from Uasin Gishu County

by our work, we are able to demonstrate value, not just for our target audience, but also for development partners who provide financial and technical support to us.

3. Results must be Evident

Experience has taught us that we must be able to demonstrate the results of our work because this is the way we can demonstrate that the work we do has an impact on our target audience. The evidence of results may not necessarily be tangible, it can be in terms of policy changes, behavior change or even changes in the actions taken by our target audience or those who are responsible for providing services to them. Whatever form the change takes, we must be able to demonstrate it and provide evidence of our contribution or attribution to it.

4. Knowledge Management is Vital

Our work involves generating knowledge - in the process of implementing our interventions we gather and generate data and information in different formats. We have learnt in the course of time that all this information should be stored and managed well to ensure that it adds value, not just for the organization, but also to our stakeholders. Over time, we have learnt that converting new information into knowledge products and sharing it with different stakeholders is vital.

5. Partnerships and Networking are Essential

The work we do can only succeed if we partner with strategic stakeholders such as civil society organizations that work in similar sectors, development partners and government agencies. These partnerships are made possible by networking.

6. Resource Mobilization and Risk Management is an Ongoing Process

We have learnt that mobilizing resources for the organization is not a one-off activity but a continuous one. As we implement projects, we should always be identifying challenges that need to be addressed in the community, crafting interventions and mobilizing resources to address them. We have also learnt that we should be monitoring and managing risks on a continuous basis.

OUR APPROACH TO DEVELOPMENT

CTL embraces the rights based approach in its programming. As such, our development agenda is largely informed by the need to ensure that human rights elements of quality, accessibility, affordability, availability and acceptability are addressed in facilitating access to economic, health and political rights for youth and women.

Our approach to development in this strategy is founded on the understanding that all citizens, particularly youth and women have a right to participate in decision making processes on matters that affect their lives and contribute to processes that improve their quality of lives and those of their families, community and the nation at large. We recognize that in many occasions, youth and women are not able to effectively do this due to various challenges, key among them:

a. Inadequate information to enable them participate meaningfully in governance processes
b. Cultural and structural barriers that affect their confidence level and make them vulnerable to discrimination in political processes
c. Low capacity to engage duty bearers and demand for their rights.

It is against this background that CTL's work in the next five years will focus on strengthening the capacity of youth and women so they have the ability and the tools they need to engage in governance processes, provide constructive feedback to duty bearers and demand for quality health and education services. Further, CTL's work will focus on strengthening the capacity of various duty bearers to effectively deliver on their mandate and respond to citizen demands for quality service delivery. CTL will do this in three key ways:

1. **Capacity Building:** We view capacity building as a process of developing skills and abilities of individuals and community groups so they can stand up for their rights and respond to the changing contexts of their environments for purposes impacting positive change. We use a wide range of customized interventions including trainings, information sharing and engagements to improve the skills and abilities of women and youth.

2. **Action-Research:** We understand research to be a systematic process of studying materials and sources for purposes of establishing facts and drawing new conclusions. We'll use social accountability tools to conduct action research on delivery of services to youth and women in our target counties.

3. **Policy Advocacy:** The outcomes of our action research work will provide the evidence required to advocate for policy development, improvement or implementation for purposes of enhancing access to economic, health and political rights for youth and women.

OUR OPERATING ENVIRONMENT

Over time, major changes have occurred in our operating environment. While some of these changes may affect our operations negatively, they also present opportunities for scaling up our work and influencing policy at county level.

Political and Legal Environment

The new Constitution promulgated in 2010 saw Kenya adopt the devolved system of governance and set the stage for establishment of county governments. Devolution has created space for citizen voice to be heard in decision making process. Functions such as education, water, and health that are central to our work have been devolved to counties. This creates opportunities for us to partner with the County governments to amplify our interventions and influence policies at county level. Chapter 4 of the 2010 Constitution guarantees protection of various rights and freedoms, including economic and social rights whose realization is central to our work. Existence of policy frameworks such as the Access to Information Act and Public Participation and Civic Education Act provide a conducive legal environment for our work at county and national level.

The Public Benefits Organizations Act, 2013 will have a significant impact on our work. Once operationalized, this Act will among other things, provide for formations, operations and growth of Public Benefits Organizations such as CTL and provide an institutional framework for principled partnership between government and CTL. At international level, the adoption of Sustainable Development Goals behooves us to contextualize global priorities locally and realign our interventions in a way that allows us to contribute to those priorities. While these opportunities abound, we remain alive to the various challenges that are present in our political and legal environment which include county politics and possibilities of competing interests that may curtail our efforts to build meaningful partnerships with county governments and hinder realization of strategic objectives contained in this strategy.

Technological Environment

Technology has advanced very fast over the past few years. The penetration rate of mobile phones, social media, mobile money transfer and emergence of community radios has increased rapidly urban and rural areas in recent years. The impact of these advancements on our work is positive in the sense that, as a county-based organization, we can reach community members easily and fast through different tech platforms. However, there are various challenges that we will contend with during implementation of this strategy. These include finding appropriate technology or customizing existing technologies to make them relevant to our work as well as transfer of tech skills to our beneficiaries. At global level, we face the challenge of cybercrime and hacking of online platforms like websites, email systems and social media platforms that carry our online content.

Socio-Economic Environment

Progress has been made in creating an enabling socio-economic environment for our target audience, particularly women and youth over the past decade. The free primary and secondary education and inclusion of socio-economic rights like education and health in the constitution and legislations such as the Children's, Education and TVET Acts has enhanced access to education among women and youth. Water distribution programs have also enabled some rural communities to access clean water in their homes. Even so, more needs to be done particularly in areas where communities cling to retrogressive cultural beliefs that hinder access to economic and social rights for vulnerable groups such as youth and women.

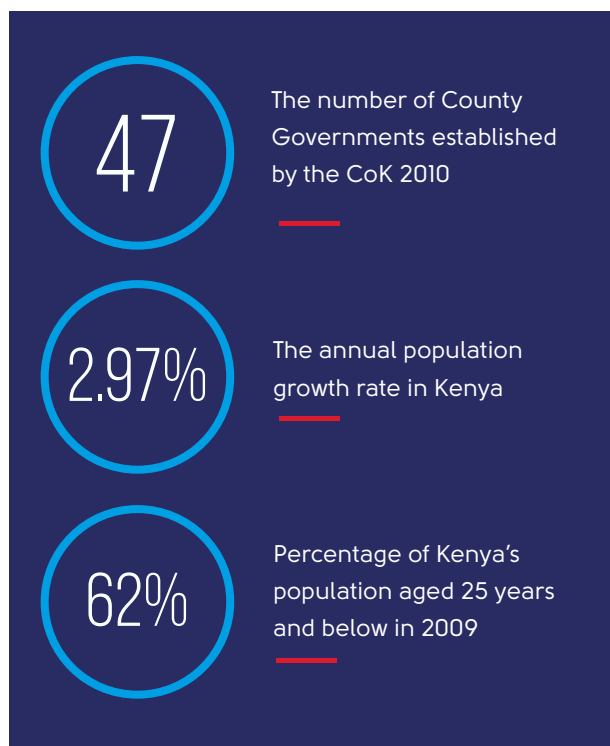Ignite Leadership Program Cohort I fellows.

CONTEXT ANALYSIS

The political, social, and economic contexts in Kenya have changed significantly over the last five to ten years. Politically, the country promulgated a new constitution in 2010, introducing a devolved system of governance with 47 county governments and 1 national government. Economically, the country has attained the middle-income status in 2014 following a recalculation of its gross domestic product with spending patterns indicating a growing middle class population. Socially, the country's population grows at an annual rate of 2.97%. According to the Kenya National Bureau of Statistics, Kenya's population stood at 41.8 million in 2009 with 62% aged below 25 years and 43% aged below 14 years.

With these changing contexts, women and youth in urban and rural areas are being left behind in different ways. According to UNDP's Human Index Report , about a third of human development outcomes are being lost for these, and other vulnerable groups to inequalities in a third of human development outcomes are being lost for these, and other vulnerable groups to inequalities in access to health, economic and education opportunities. Over the next five years, CTL will work in the following dimensions to address key challenges facing women and youth in target counties.

Participation of Youth and Women in Governance

Since devolution took effect in 2013, participation of youth and women in governance processes

47 The number of County Governments established by the CoK 2010

2.97% The annual population growth rate in Kenya

62% Percentage of Kenya's population aged 25 years and below in 2009

remains low compared to men. This low involvement in county planning and budgeting processes is attributed to various causes including high apathy levels due to low awareness on their rights and responsibilities. In most cases, these vulnerable groups face unique challenges when it comes to accessing information that would enable them participate meaningfully in governance. Besides the fact that for many women and youth, particularly in rural areas, are economically and socially challenged when it comes to access mainstream media that counties use to advertise public participation opportunities, the documents that contain information relating to budgeting and planning are not only difficult to access but are also written in a technical language that in a way, discriminates against these vulnerable populations.

Building a community of youth champions.

Discussions on electoral processes at Egerton University

Community Oversight Mechanisms

The Constitution of Kenya provides for a devolved system of governance. Article 174 of the Constitution of Kenya stipulates the aims of devolution which include promotion of democratic and accountable exercise of power, giving powers of self- governance to the people and enhancing participation of the people in the exercise of powers of the state and making decisions affecting them as well as ensuring equitable sharing of national and local resources.

While the devolution is good in terms of enhancing access to services for citizens and providing space for public participation, it does not automatically translate to improved governance and economic performance. As highlighted in Auditor General Reports, devolution has significantly increased the risk of corruption and mismanagement of public resources. This risk is even higher where citizens lack awareness of their role in demanding for accountability, have a low capacity to claim their rights and where citizen oversight mechanisms for effective monitoring and evaluating utilization of public funds are lacking. We will increase civic awareness of rights and responsibilities and strengthen their capacity to demand accountability, participate in public budgeting, and monitor service delivery.

Political Participation of Youth and Women

The Constitution of Kenya recognizes ethnic minorities, persons with disabilities (PWDs), women and youth as special interest groups who deserve constitutional protection. The Constitution further recognizes the rights of women as being equal to those of men, which means both gender are entitled to equal political, social and economic opportunities. However, the journey to attaining gender equity has been marred with challenges. Just before the August, 2017 elections, the issue of ensuring gender equity as required by the constitution of Kenya, 2010 took center stage after parliament failed to pass the two-third gender bill.

Access to Economic Opportunities

Women and youth are culturally, economically and socially disadvantaged when it comes to accessing economic opportunities. The government of Kenya recognizes this and has taken deliberate steps towards addressing this challenge. These steps include introduction of the Preferential Procurement Policy where at least 30 percent of public tenders are reserved for vulnerable groups, including youth and women. Other affirmative actions that the country has put in place to increase access to economic opportunities for youth and women are establishment of affirmative funds including the Youth Enterprise and Development Fund (YEDF), Uwezo Fund, the Women Enterprise Fund (WEF) and the Affirmative Action Fund that is managed by the Office of Women Representative in each county.
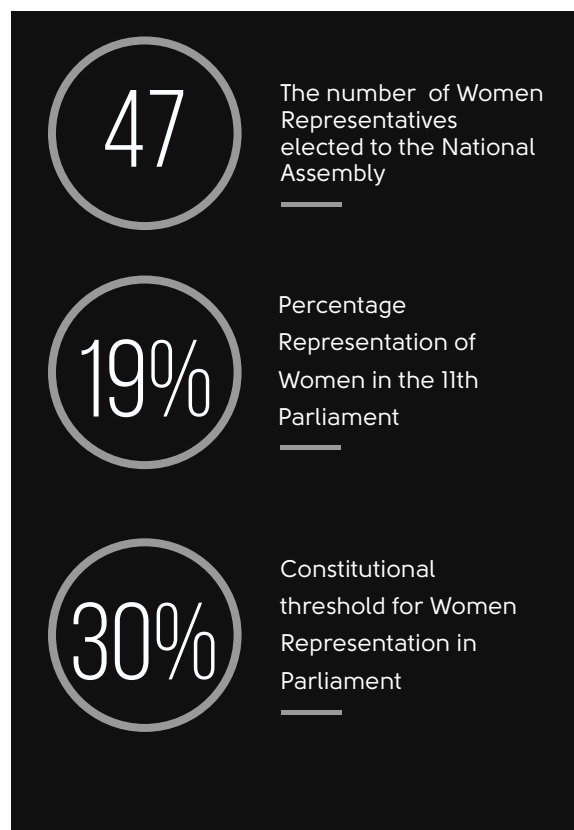
Despite these efforts, women and youth still lag behind in accessing economic opportunities due to challenges such as low awareness of existence of affirmative funds, low technical capacity on accessing these funds or

running businesses sustainably and poor management of group dynamics. There is little room to facilitate peer to peer learning and in most situations, beneficiaries of these affirmative funds are left to maneuver the competitive business environment on their own. At the same time, counties lack solid data to inform skills development in vocational training facilities. They also lack solid strategies to on how youth and women who acquire skills in these facilities can be tapped into the job market either through direct placement or job linkages.

Leadership Development for Youth and Women

The Constitution further recognizes the rights of women as being equal to those of men, which means both gender are entitled to equal political, social and economic opportunities. However, the journey towards attaining gender equity has been marred with challenges. Just before the August, 2017 elections, the issue of ensuring gender equity as required by the constitution of Kenya, 2010 took center stage after parliament failed to pass the two-third gender bill. Article 81(b) states that "not more than two-thirds of the members of elective public bodies shall be of the same gender". Further, in Article 97(b), the constitution creates additional slots for women by providing for the election of 47 women representatives to the national assembly.

These affirmative actions have resulted in an increase in the number of women nominated or elected into decision making positions. For instance, the election of 47 women representatives to the national assembly has improved women representation from 9.8% in the 10th parliament to 19% in the 11th parliament. But, even with this progress, implementation of the two third gender constitutional requirement has remained elusive. Parliament is yet to pass a law that will help achieve gender equity in representation by ensuring that at least 30% of its membership are women as required by the constitution. Besides the constitutional framework that supports gender equity, women and youth face unique challenges in the quest to take up leadership positions. Cultural, social and economic barriers tend to keep most of them from succeeding in elective politics. A lot of them have to contend with low self-esteem, negative perceptions, lack of campaign financing and low support base in political parties while seeking political leadership

47 The number of Women Representatives elected to the National Assembly

19% Percentage Representation of Women in the 11th Parliament

30% Constitutional threshold for Women Representation in Parliament

OUR THEORY OF CHANGE

1 → **2** → **3** → ✓

If we educate youth and women about their constitutional rights and responsibilities

Then,
They will participate in decision making processes meaningfully and promote accountable governance at county level

If we empower youth and women to monitor provision of services at local service delivery points

Then,
They will provide constructive feedback to service providers and demand for quality services

If we help youth and women to understand public budgeting and planning processes

Then,
They will influence priorities in public plans and budgets, monitor implementation of those plans and budgets and demand accountability in management of public funds

If we provide holders of public offices with leadership skills,

Then,
They will have the confidence and ability to respond to citizen demands and find creative solutions to challenges they encounter in delivering services to citizens

If we help youth and women understand the linkage between their participation in democratic processes and the quality of services they receive

Then,
They will monitor performance of elected leaders, participate in political party processes, vet political aspirants and improve the quality of political leadership at local levels

If we provide youth and women with leadership skills and improve their confidence to vie for elective positions

Then,
They will advocate for equity in allocation of public resources and delivery of public services

If there is equity in resource allocation, the quality of life for youth and women will be improved.

OUR STRATEGIC PROGRAMS

Center for Transformational Leadership

STRATEGIC
PLAN
2019-2023

In this strategy we make it clear what our pathway to change will be and clarify our role and approach in bringing about this change. We have rethought our programming and established four key pillars to anchor our work over the next five years:

PROGRAM 1: LEADERSHIP DEVELOPMENT

This program is central to the realization of our vision because it takes confidence transform society positively. The expected outcome of this program is confident leaders who confront and address modern day leadership challenges. To contribute to this outcome, CTL will design interventions around three key components namely:

Women Leadership: We want to promote women participation in public leadership. Our focus will be to nurture a women to engage confidently in political processes towards full implementation of the two third gender rule. We want to challenge women to discover the leader within, to ask who they are, who they want to be, how they want to get there, and to challenge their mental models on what their contribution to a just society looks like. We want to increase awareness of women rights and enhance their ability to effectively participate in decision making and policy formation as equal partners towards protecting their basic rights, secure respect in society and achieve their full potential.

CTL Board Chairperson issuing certificate to participants having completed leadership training.

Institutional Strengthening: Over the course of this strategic plan, we will strengthen the leadership capacity of persons on the demand and supply side. Such groups include citizen oversight groups, elected leaders such as MCAs, and public servants including Ward Administrators, Village Elders and Sub-County Administrators. By doing so, we will be increasing their confidence levels and enhancing their ability to find creative solutions to the challenges that citizens in their areas of jurisdictions face.

Youth Economic Leadership: We will expand our youth targeted program, Ignite Leadership Program (ILP) to provide young people, both male and female, with the requisite tools they need to lead themselves and lead others. Through ILP, we will help young people aged between 18 and 25 to develop the right frame of mind of what true leadership entails so they can steer themselves as well as others, in the right direction for purposes of achieving desired results.

A student undertakes welding works in one the polytechnics in Nakuru County

Expected Outcome: Confident leaders who can confront and address modern-day leadership challenges

| Output 1.1	Women participate in decision-making processes at local levels
Activities	Leadership trainings for women leaders Facilitating Peer to Peer Learning among Women Leaders Promoting women leadership in community leadership structures
Expected Results	**Key Result Area 1:** Increased participation of women in community decision-making structures **Key Result Area 2:** Increase the number of women who take up leadership positions in community decision making structures
Output 1.2	Youth have the ability to participate in economic activities
Activities	Youth Leadership Trainings Advocacy on linkage between vocational skills and economic opportunities Workforce development surveys Youth mentorship through apprenticeship Linkage to financing and economic opportunities
Expected Results	**Key Result Area 1**: Youth clarify their vision and have requisite leadership skills to address challenges **Key Result Area 2:** Increased access to economic opportunities by youth
Output 1.3	Barriers of effective leadership in citizen oversight groups and public officers are reduced
Activities	Leadership trainings for citizen oversight groups, village administrators and Ward and Sub-County Administrators Peer to Peer learning for village administrators, Ward and Sub-County Administrators
Expected Results	**Key Result Area 1:** Strong and focused citizen oversight groups that take initiative to address local challenges **Key Result Area 2:** Public officers are responsive and properly coordinated to deliver their mandate

Community Scorecard Interface meeting at Wei Dispensary in Subukia.

PROGRAM 2: GOVERNANCE

This program is anchored on the principals of good governance. It is strategic to the delivery of our vision because it is designed to provide citizens with the tools, skills and information necessary to promote good governance in the lowest units of decentralization. It is also progressive and properly aligned with the CoK that seeks to advance good governance through the devolution. The expected outcome of this program is delivery of quality services to citizens in health and education sectors as envisioned in Article 43 of the CoK. To contribute to this outcome, CTL will design interventions around four key components as follows:

Civic education: Under this component, we will educate citizens on their civic rights and responsibilities as contained in the CoK and other supporting legislations including County Government Act, 2012 and Public Finance Management Act, 2012. Interventions under this component will include increasing citizen awareness on devolved system of governance and importance of participating in governance processes.

Participatory Budgeting and Planning

Participatory Service Monitoring

Civic Education

Policy Influencing
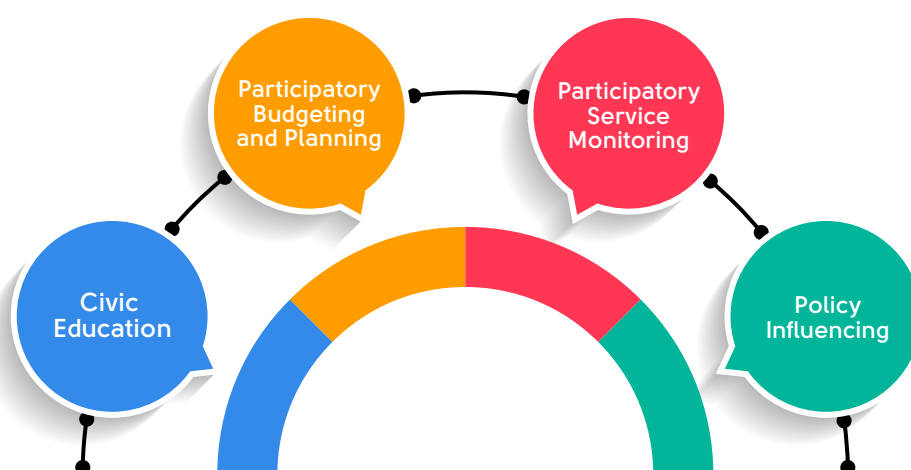
A civic education session in progress in Rongai Sub-County, Nakuru

A public budget forum in progress in Rongai Sub-County, Nakuru

Participatory budgeting and planning: Under this component, we will build the capacity of citizens to organize and engage in county budget making and planning processes as envisioned in the CoK and Public Finance Management Act. Interventions under this component will include: i) Facilitating citizen access to information relating to budget and planning processes ii) Building capacity of citizens to analyze key budget documents and reports and iii) Strengthening grass root civic formations to meaningfully engage in governance processes

Participatory service monitoring: Under this component, we will work with citizens to monitor delivery of services in different sectors for purposes of providing service providers with constructive feedback to inform service delivery improvements. We will use participatory performance monitoring tools such as community scorecards, citizen report cards and public expenditure tracking. Interventions under this components will include capacity building of civic formations on participatory monitoring tools, facilitating civic formations to undertake service monitoring activities and evidence-based advocacy

Policy Influencing: Under this component, we will monitor formulation and implementation of legislations both at county and national levels. Interventions under this component will include promoting youth and women participation in policy formulation and implementation and advocating for policies that respond to youth and women needs

Expected Outcome: Confident leaders who can confront and address modern-day leadership challenges

Output 2.1	Public budgets and plans are responsive to youth and women needs
Activities	Facilitating youth and women access to information relating to budget and planning processes Building capacity of youth and women to on budget process and key budget documents and reports Strengthening grass root civic formations to meaningfully engage in governance processes Undertaking budget analysis and expenditure tracking
Expected Results	**Key Result Area 1:** Youth and women participate in planning and budgeting processes meaningfully **Key Result Area 2:** Budget increments towards youth and women economic, health and education rights
Output 2.2	**Youth and women have the capacity to drive accountability in service delivery**
Activities	Provision of civic education to youth and women on constitutional rights and responsibilities Capacity building of youth and women civic formations on participatory monitoring processes Supporting youth and women civic formations to undertake service monitoring activities Evidence-based advocacy on access to youth and women rights in health and education sectors
Expected Results	**Key Result Area 1:** Increased awareness of rights and responsibilities among youth and women **Key Result Area 2:** Barriers to quality service delivery by youth and women are identified and feedback provided to duty bearers **Key Result Area 3:** Duty bearers address barriers to youth and women access to quality services
Output 2.3	**Public policies are responsive to youth and women needs**
Activities	Review of relevant policies and sensitization of youth and women on critical issues Supporting CSO Networking Meetings, development of CSO/County government engagement frameworks and Governor's Roundtable meetings Supporting Youth and Women MCAs to develop strategies for enhancing realization youth and women rights through legislation, representation and oversight Promoting participation of youth and women in policy formulation Advocating for inclusion of youth and women issues in relevant policies
Expected Results	**Key Result Area 1:** Youth and women voice informs public policies **Key Result Area 2:** Information on existing policies is accessible to youth and women

A voter simulation exercise in progress at the Kenya National Library in Nakuru

PROGRAM 3: DEMOCRACY

This program is important to our work because we operate in a democratic country where citizens constitutionally hold sovereign power. They delegate that power to elected representatives through an elaborate election process. As such, we believe that if citizens are well aware of the power they hold and have an understanding on how proper application of that power can translate to improvements in their quality of life, they can make better decisions during elections. The expected outcome of this program is quality political leadership where elected leaders are responsive to citizen needs as envisioned Chapter 6 of the CoK. To contribute to this outcome, CTL will design and implement interventions around four key components namely:

Voter Education	Social vetting	Political Party Democracy	Performance Monitoring

Voter education: Under this component, we will educate citizens on legal provisions that guide elections including the Political Parties Act, 2012 and Elections Act, 2012. Specifically, voter education interventions will be structured to increase citizen awareness on importance of participating in elections, electoral cycle, elective positions and corresponding roles, voting process, qualities of good leadership and electoral offences.

Social vetting: Under this component, we will help citizens to exercise sovereign power and use provisions of Chapter 6 in the CoK to identify good leaders. As such, we will build the capacity of citizens to use social vetting as a tool for determining the suitability of aspirants to hold elective positions. We will work with citizens to design social vetting tools and support them to form social vetting committees. We will facilitate the vetting committees to collect information about aspiring candidates, analyze it and disseminate the outcomes to citizens. The citizens will use the information shared to elect leaders based on their leadership capabilities. The process will also grant aspirants an opportunity to respond to issues raised by citizens.

Political party democracy: Under this component, we will advocate for inclusion of youth and women in political party structures. We will also work with political party structures and other stakeholders to promote citizen participation in political parties and fairness in party nominations at county levels.

Performance monitoring: Under this component, we will build the capacity of citizens to monitor the performance of their elected officials on three main issues
i) Delivery of commitments made in their manifestos
 ii) Quality of representation
iii) Participation in legislative debates

Expected Outcome: Elected leaders are responsive to citizen needs

Output 3.1	Youth and women actively participate in political party processes
Activities	Conduct voter education on election related laws Undertake surveys on youth and women participation in political party leadership Facilitate meetings with party officials on women and youth participation
Expected Results	**Key Result Area 1:** Youth and women are knowledgeable about political party laws and processes **Key Result Area 2:** Youth and women are included in political party leadership structures
Output 3.2	Citizens elect leaders based on their capacity to deliver their constitutional mandate
Activities	Review of County Assembly Hansard reports and candidate manifestos Facilitating feedback sessions between elected officials and electorates Training of citizen oversight groups on social vetting Facilitating citizen oversight groups to undertake social vetting activities
Expected Results	**Key Result Area 1:** Citizens review performance of elected leaders and use a defined criteria to identify suitable candidates during elections **Key Result Area 2:** Elected leaders consult constituents on legislations and other policies tabled the house

Voters verify their information with an IEBC official in Nakuru Town East Sub-County

PROGRAM 4: INSTITUTIONAL DEVELOPMENT

The expected outcome of this program is expanded organizational capacity to deliver on its mandate. As such, the long-term outcome of this program is to sustain and increase CTL's capacity to support delivery of its strategic priorities. To contribute to this outcome, CTL will implement interventions around the following four key components namely:

01 Internal Governance Structures

02 Staff Training and Development

03 Organizational Systems

04 Knowledge Management

1. Internal Governance Structures: The organization will continuously seek to strengthen its internal governance structures by seeking persons with relevant qualifications and influence to join its board of governance, undertaking robust resource mobilization activities and ensuring active governance where the board meets on a regular basis and has operational sub-committees.

2. Staff Training and Development: The organization will invest in continuous training and development of its staff to remain competitive in the market. As resources become available, the organization will seek to attract talented individuals to spur its growth and deliver on its programs.

3. Organizational Systems: The organization will seek to improve the management of its internal systems including to respond to market needs and reduce organizational risk. These systems include financial management systems, communication systems, data management and human resource systems.

4. Knowledge Management: The organization will focus on ensuring proper documentation of its work, safe storage of its data (both programmatic and financial) physically and electronically, and dissemination of information to stakeholders in the form of knowledge products such as reports, newsletters, blogs etc.

Long-term Outcome: **The capacity of CTL is expanded to deliver its mandate**

Output 4.1	Organization remains a going concern and its operations are sustained
Activities	Develop a resource mobilization strategy Strengthen organizational governance systems through board meetings and board trainings
Expected Results	**Key Result Area 1:** Adequate resourcing of the organization to deliver on its mandate **Key Result Area 2:** Compliance with external and internal regulations that guide organizational operations
Output 4.2	Organization has adequate human resource capacity
Activities	Review of human resource policies and undertake human resource planning Develop training and development plan Conduct annual staff appraisals and review remuneration packages
Expected Results	**Key Result Area 1:** Adequate and efficient human resource to deliver organizational programs **Key Result Area 2:** Organization has a staff recruitment, retention and welfare plan
Output 4.3	Internal systems are efficient to meet organizational and market needs
Activities	Review of organizational policies including those relating to operations, finance, human resources, anti-corruption Development of organizational work plans and monitoring and evaluation framework
Expected Results	**Key Result Area 1:** Organization implements clearly defined processes and reporting mechanisms that support internal control **Key Result Area 2:** Organization generates accurate reports a timely and efficient manner
Output 4.4	Knowledge management (generation, retention and dissemination) is strengthened
Activities	Setting up a communication team Developing knowledge management strategies Development of editorial guidelines on documentation of success / impact stories
Expected Results	**Key Result Area 1:** Regular production and dissemination of knowledge products

Representatives from Egerton University Dean of students office participating in Electoral processes discussions held at Egerton University.

IMPLEMENTATION OF STRATEGY

Center for Transformational Leadership

STRATEGIC
PLAN
2019-2023

Successful implementation of this strategy depends on availability of resources, both human and financial as well as proper coordination of different organizational departments and organs. In this section, we discuss the different roles that each department and organ will play, the resource requirements and the process of monitoring and evaluating progress made in implementation of this strategy. The following organs constitute the institutional framework necessary for the implementation of this strategy and their roles:

Board of Directors: As the apex organ in the organization, the board will play a key role in the implementation of this strategy. Specifically, the board will:

a. Source for financing required to implement this strategy

b. Oversight the secretariat to ensure that resources available are utilized prudently

c. Ensure that, in executing the strategy, the organization complies with the law and develop or review organizational policies as needed to facilitate execution of this strategy

d. Review progress in implementation of this strategy

Secretariat: This organ will be responsible of executing activities defined in this strategy to ensure that the desired outputs and outcomes are realized. As such, the secretariat will be responsible for:

a. Coordinating all resources available and creating the necessary alignment towards realization the results defined in this strategy

b. Keeping the board updated on progress made in execution of this strategy and advising on the best way to realize the desired outcomes

c. Utilizing financial resources prudently while complying with the law and maintaining proper and accurate books of accounts

d. Implementing activities defined in this strategy

e. Serving as the link between the organization and key stakeholders, including the target audiences and donor community

Community Resource Persons: These are members of CTL's target audience whose capacity the organization has built. They include civic educators, budget champions, citizen oversight groups and leadership trainers. These resource persons will be responsible for:

a. Undertaking activities with the target audience from time to time, as defined and directed by the secretariat

b. Serving as the entry point for the organization to the target audience

c. Helping the organization understand community dynamics and advising on local solutions to address such dynamics.

Stakeholders: These include a wide range of individuals, institutions, government agencies and audiences that are listed on the stakeholder analysis below, that have an interest in the work that CTL will be doing over the next 5 years. They will play varying roles towards actualization of this strategy, including but not limited to:

a. Financing organizational activities and operations

b. Disseminating information and knowledge products to relevant audiences

c. Utilizing skills and knowledge shared through CTL's programs for purposes of bringing to realization the youth and women rights contained in this strategy

d. Supporting advocacy efforts by amplifying women and youth voices

RESOURCE REQUIREMENTS

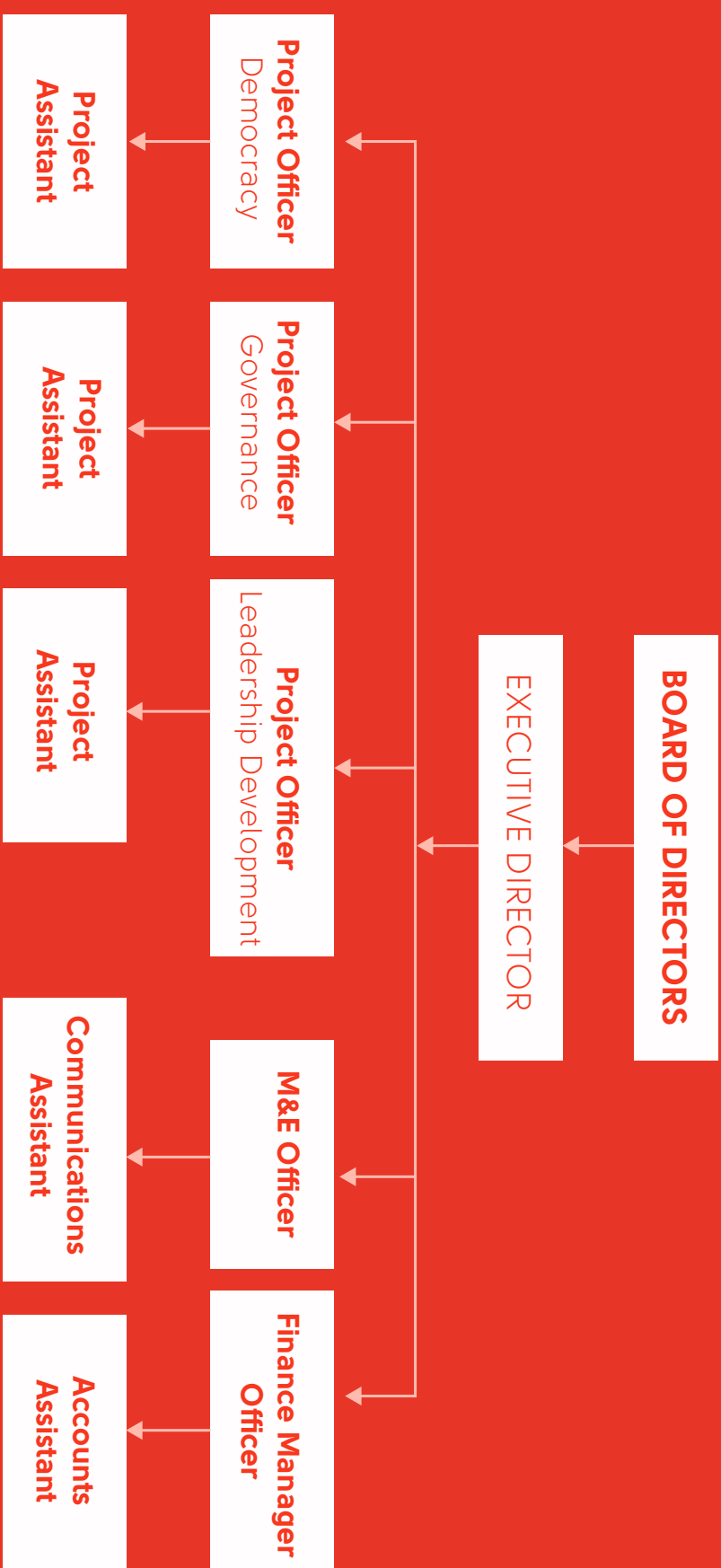| Program Area	2018 (Kshs. 000)	2019 (Kshs. 000)	2020 (Kshs. 000)	2021 (Kshs. 000)	2022 (Kshs. 000)	TOTAL (Kshs. 000)
Program Area 1: Democracy	1,330	2,610	7,605	7,775	9,260	28,580
Program Area 2: Governance	11,172	16,662	18,183	17,908	11,611	75,535
Program Area 3: Leadership Development	6,542	7,042	7,642	7,192	7,942	36362
Program Area 1: Institutional Development	14,228	18,874	15,451	16,228	16,599	81,381
TOTAL	33,271	45,189	48,881	49,104	45,412	221,859

Budget Engagement meeting with the County Assembly Budget and Appropriation Committee.

STAKEHOLDER ANALYSIS

Public	Civil Society Organizations	Governments	Private Sector	Commissions/Independent Offices	Media	Donor Agencies
Youth (in-school, out of school, young mothers in urban and rural areas)	CSO Forum Members	National Government – Ministries of Youth and Sports, Health and Education	ECHO Network Africa	Ethics and Anticorruption Commission	Radio Amani	URAIA Trust
Women (single mothers, married women, women leaders, working women, women in business etc in urban and rural areas)	Youth Agenda	County Government – Departments in harge of: Youth, Sports, Gender and Social Protection Public Service Management Health Education	Nakuru Business Association	National Gender and Equality Commission	Hivi Sasa Online Media Platform	Ford Foundation
General Public	Strategic National Players e.g. IEA, International IDEA and Youth Agenda		Kenya Association of Manufacturers	Kenya National Human Rights Commission	Egerton Radio	UNDP/AMKENI Wakenya
					Sauti ya Mwananchi Local Media Offices – Citizen TV, Nation Media, The Standard and KBC	Dutch Embassy Norwegian Embassy

APPENDIX 1: ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR

Project Officer
Democracy

Project
Assistant

Project Officer
Governance

Project
Assistant

Project Officer
Leadership Development

Project
Assistant

M&E Officer

Communications
Assistant

Finance Manager
Officer

Accounts
Assistant

APPENDIX 2: LOGICAL FRAMEWORK

Development Result	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification
Vision	A transformed society upholding values of good governance	G1.1 % of citizens who rate counties as units that promote people centered governance	CTL Annual Reports Impact studies conducted by government and non-governmental agencies
Mission	Advancing the understanding and practice of leadership and good governance for positive change	M1.1 Proportion of citizens who state that positive change has happened as a result of good governance	Survey reports Project reports
		M1.2 Proportion of citizens who associate and link quality of leadership to service delivery	Impact studies conducted by government and non-governmental agencies Survey reports
Outcome 1:	Confident leaders who confront and address modern-day leadership challenges	1.1 Documented testimonials from leadership training alumni	Activity and Annual Reports
Output 1.1	Women participate in decision-making processes at local levels	1.1.1 % increase in women who actively participate in community decision-making structures	Independent Survey Reports government and non-governmental agencies reports on Public Participation
		1.1.2 Number of women who hold elective positions in county and national legislatures	Elections Documented Reports Political Parties Document Reports
Output 1.2	Youth have access to economic opportunities both in private and public sectors	1.2.1 Number of youth who acquire requisite leadership skills and clarify their vision	Reports on Leadership Training
		1.2.3 % increase in youth who acquire skills from vocational training facilities and access jobs or other economic opportunities in private and public sectors	Impact evaluation reports
Output 1.3	Barriers of effective leadership in citizen oversight groups and public officers are reduced	1.3.1 Number of citizen oversight groups undertaking initiative to address local challenges	Social Accountability Reports Stakeholders Survey
		1.3.2 Number of public officers who are responsive and properly coordinated to deliver their mandate	

Development Result	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification
Outcome 2:	Youth and women have access to quality, health, education and economic services	2.1 Actions taken by duty bearers to improve access to health, education and economic services for youth and women	End of project reports
		2.2 Proportion of youth and women who perceive that access to health, education and economic services in counties has improved	Survey Reports
Output 2.1	Public budgets and plans are responsive to youth and women needs	2.1.1 % increase in number of youth and women participating in county planning and budgeting processes meaningfully	Social Accountability Reports
			Public participation reports
		2.1.2 % increase in budgetary allocations towards access to economic, health and education rights for youth and women	Independent Budget Analysis Reports
Output 2.2	Youth and women have capacity to drive accountability in service delivery	2.2.1 % change in awareness of rights and responsibilities among youth and women	Monthly & Quarterly Reports
		2.2.2 Number of feedback reports on quality of service delivery to youth and women prepared	
		2.2.3 Actions taken by duty bearers to address barriers to quality service delivery to youth and women	
Output 2.3	Public policies at county level respond to youth and women needs	2.3.1 Number of youth and women participating in formulation of county policies	Monitoring Reports
		2.3.2 Number of policies enacted with inputs from youth and women	Policy Analysis Reports
			Independent Survey Report
Outcome 3	Elected leaders respond to citizen needs	3.1 Number of political parties that comply with the Political Parties Act in conducting party primaries	Independent Surveys
		3.2 Proportion of citizens who perceive that their elected leaders deliver their mandate effectively	Reports by Registrar of Political Parties
Output 3.1	Youth and women actively participate in political party processes	3.1.1 Number of youth and women who acquire knowledge about political party laws and electoral processes	Monthly Reports
		3.1.2 Number youth and women who hold leadership positions in political parties	Reports from IEBC

Development Result	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification
Output 3.2	Citizens elect leaders based on their capacity to deliver their constitutional mandate	3.3.2 Number of citizens who review performance of elected leaders 3.2.1 % increase in number of citizens who use a defined criteria to identify suitable candidates 3.2.2 Number of elected leaders who consult constituents on legislations and other policies tabled the house	Activity Reports County Assembly Hansard reports Survey Reports
Outcome 4	Expanded capacity to deliver on organizational mandate	% increase in resource mobilization to finance organizational activities % increase in organizational staffing	Annual Audit Reports Organizational Chart
Output 4.1	Organizational operations are sustained	4.1.1 Adequate resourcing of the organization to deliver on its mandate 4.1.2 Compliance with external and internal regulations that guide organizational operations	Biannual CTL Board Reports Financial Reports Annual Audit Reports
Output 4.2	Organizational staffing level is increased	4.2.1 Adequate and efficient human resource to implement organizational programs 4.2.2 Organizational policies relating to staff welfare developed	Organizational Staffing Plan and HR Policies Payroll
Output 4.3	Internal systems are efficient to meet organizational and market needs	4.3.1 Organizational processes and reporting mechanisms developed 4.3.2 Organizational reports developed	Organizational Policies and Manuals
Output 4.4	Knowledge management (generation, retention and dissemination) within the organization is strengthened	4.4.1 Regular production and dissemination of knowledge products 4.4.2 Storage and regular update of organizational data	Organizational Knowledge Management Manual

APPENDIX 3: MONITORING AND EVALUATION FRAMEWORK

Narrative	Performance Indicator	Data Source	Data Collection Method	Frequency of Data Collection
Impact: A transformed society upholding values of good governance	G1.1 % of citizens who rate counties as units that promote people centered governance	CTL Annual Reports	Desktop Review Field Survey	Annually
	Impact studies conducted by government and non-governmental agencies			
Outcome 1: Confident leaders who confront and address modern-day leadership challenges.	1.1 Documented testimonials from leadership training alumni	Survey reports		
		CTL Annual and Activity Reports	Pre & Post Training Surveys Field Visit and Observations Field Surveys	Annually
Output 1.1: Women participate in decision-making processes at local levels	1.1.1 % increase in women who actively participate in community decision-making structures	Survey Reports CTL Training Reports Community Dialogue Reports Program Monitoring Reports	Field Surveys Pre & Post Training Surveys Field Visit and Observations	Monthly Quarterly Annually
	1.1.2 Number of women who hold elective positions in county and national legislatures			
Output 1.2: Youth have access to economic opportunities both in private and public sectors	1.2.1 Number of youth who acquire requisite leadership skills and clarify their vision	CTL Reports on Leadership Training CTL impact evaluation reports	Pre & Post Training Surveys Field Visit and Observations Field Survey	Monthly Quarterly Annually
	1.2.3 % increase in youth who acquire skills from vocational training facilities and access jobs or other economic opportunities in private and public sectors			
Output 1.3: Barriers of effective leadership in citizen oversight groups and public officers are reduced	1.3.1 Number of citizen oversight groups undertaking initiative to address local challenges	CTL Social Accountability Training Reports	Pre & Post Training Surveys Field Surveys	Quarterly
	1.3.2 Number of public officers who are responsive and properly coordinated to deliver their mandate	CTL stakeholders Survey		

Narrative	Performance Indicator	Data Source	Data Collection Method	Frequency of Data Collection
Outcome 2: Youth and women have access to quality health, education and economic services	2.1 Actions taken by duty bearers to improve access to health, education and economic services for youth and women. 2.2 Proportion of youth and women who perceive that access to health, education and economic services in counties has improved.	Quarterly Reports Annual Reports Survey Reports Impact Evaluation Reports	Desktop reviews Field survey Field visits and observations	Quarterly Annually
Output 2.1: Public budgets and plans are responsive to youth and women needs	2.1.1 % increase in number of youth and women participating in county planning and budgeting processes meaningfully 2.1.2 % increase in budgetary allocations towards access to economic, health and education rights for youth and women	CTL Training Reports County Budgets and Plans	Pre and post training surveys Desktop reviews	Monthly Quarterly
Output 2.2: Public budgets and plans are responsive to youth and women needs	2.2.1 % change in awareness of rights and responsibilities among youth and women 2.2.2 Number of feedback reports on quality of service delivery to youth and women 2.2.3 Actions taken by duty bearers to address barriers to quality service delivery to youth and women prepared	Civic Educators Monthly Reports Monthly & Quarterly Reports Feedback Reports	Pre and post surveys Field surveys Field visits and observations	Monthly Quarterly Annually
Output 2.3: Public policies at county level respond to youth and women needs	2.3.1 Number of youth and women participating in formulation of county policies 2.3.2 Number of policies enacted with inputs from youth and women	CTL Monitoring Reports Policy Analysis Reports Survey Report	Field visits and observations Field surveys Field surveys	Monthly Quarterly
Outcome 3: Elected leaders respond to citizen needs	3.1 Number of political parties that comply with the Political Parties Act in conducting party primaries 3.2 Proportion of citizens who perceive that their elected leaders deliver their mandate effectively	Reports by government agencies such as Office of Registrar of Political Parties	Desktop reviews	Annually

Narrative	Performance Indicator	Data Source	Data Collection Method	Frequency of Data Collection
Output 3.1: Youth and women actively participate in political party processes	3.1.1 Number of youth and women who acquire knowledge about political party laws and electoral processes	CTL Voter Education Reports Survey on Political Parties	Pre and post Training survey Field surveys	Activity based Annually
	3.1.2 Number youth and women who hold leadership positions in political parties			
Output 3.2: Citizens elect leaders based on their capacity to deliver their constitutional mandate	3.3.2 Number of citizens who review performance of elected leaders	Activity Reports		
	3.2.1 % increase in number of citizens who use a defined criteria to identify suitable candidates	County Assembly Hansard Reports Survey Reports	Pre and post training surveys Field surveys	Activity based Annually
	3.2.2 Number of elected leaders who consult constituents on legislations and other policies tabled the house			
Outcome 4: Expanded capacity to deliver on organizational mandate	% increase in resource mobilization to finance organizational activities	Annual Audit Reports Organizational Chart	Bank statements Staff files	Annually
	% increase in organizational staffing			
Output 4.1 Organizational operations are sustained	4.1.1 Adequate resourcing of the organization to deliver on its mandate	Project proposals and contracts Compliance certificates e.g. KRA / NSSF /NHF	Desktop review	Annually
	4.1.2 Compliance with external and internal regulations that guide organizational operations	Organizational Policies		
Output 4.2 Organizational staffing level is increased	4.2.1 Adequate and efficient human resource to implement organizational programs	Payroll		
	4.2.2 Organizational policies relating to staff welfare developed	Organizational Staffing Plan and HR Policies	Desktop review	Annually
Output 4.3 Internal systems are efficient to meet organizational and market needs	4.3.1 Organizational processes and reporting mechanisms developed	Organizational Policies and Manuals	Desktop reviews	Annually
Output 4.4 Knowledge management (generation, retention and dissemination) within the organization is strengthened	4.4.1 Regular production and dissemination of knowledge products	Organizational Knowledge Management Manual	Desktop reviews	Quarterly
	4.4.2 Storage and regular update of organizational data			

Center for Transformational Leadership

www.ctl-kenya.org

EQUITY: PATHWAY TO REALIZING **YOUTH AND WOMEN RIGHTS**

Center for Transformational Leadership