



2023

ANNUAL REPORT

LIBERATE THE LEADER WITHIN



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ABOUT CTL

WE ARE CENTER FOR TRANSFORMATIONAL LEADERSHIP

Center for Transformational Leadership (CTL) is a local non-profit founded in 2008 and registered with the Non-Governmental Organizations (NGO) Coordination Board in 2009. We envision a transformed society that upholds the values of good governance. Our mission is to advance the understanding and practice of leadership and good governance for positive change. We work in the democracy and governance space to advocate for the inclusion of youth and women in decision-making processes and build their capacity to lead and engage actively in democratic processes, including elections, at local and national levels.



Working in Nakuru and Nyandarua counties, CTL runs three main programs. These are:

GOVERNANCE:

This program focuses on educating youth and women about their civic rights and responsibilities to facilitate their meaningful participation in decision-making processes and promotion of accountable governance. We empower these groups to monitor the delivery of essential services, provide constructive feedback to duty-bearers, and demand for service improvements. We improve their understanding of public planning and budgeting processes to enable them to influence development priorities, monitor budget implementation, and demand accountability in the management of public resources.

DEMOCRACY:

This program focuses on promoting the participation of youth and women in elections, both as candidates and voters. We help them understand why they should make their voices count at the ballot and create a link between their participation in elections and the quality of services they receive. We encourage youth and women to monitor performance of elected leaders, participate in political parties, and offer themselves as candidates in elections.

LEADERSHIP DEVELOPMENT:

We build the confidence of youth and women to vie for elective positions and empower them with the leadership skills they need to lead in their communities. Through training, mentorship, and experience sharing, we build their confidence and unlock their potential to improve their lives and communities.



EXECUTIVE DIRECTOR'S REPORT



At CTL, we recognize that although our country has made remarkable progress in passing laws that support citizen participation in decision making processes, including planning, budgeting, and elections, much needs to be done to make this a reality. In 2023, we set out to change this. Our goal was to challenge conventional attitudes and stereotypes that hold special interest groups back and spur action so that youth, women, and PWDs can have a voice in decision making processes, access quality services, and be less vulnerable to political manipulation.

We designed and implemented innovative interventions to advance our democracy and governance agenda including budget advocacy, civic education, cultural talks, service monitoring, and public engagements. We expanded our strategies to re-imagine civic engagement through technology and continued to pilot and improve our mobile application.

We also confronted the growing digital disinformation and misinformation through captivating videos and digital posters, reaching thousands of social media users with accurate information. At CTL, we help citizens organize and take their place on the decision making table. But we do more—we help youth, women, and PWDs build confidence and acquire the skills and knowledge they need to advocate for the fulfillment of their constitutional rights.

As you read this report, you will discover the multiple ways that our organization empowered and inspired different groups to make our democracy work.

Nancy Kubutha
Executive Director

LETTER FROM THE BOARD OF DIRECTORS CHAIRPERSON

OUR EFFORTS, BOTH SMALL
AND BIG, LEAVE A POSITIVE
MARK IN OUR DEMOCRACY



I think of CTL as an enabler and facilitator of positive change in Kenya's democratic space. The organization contributes to the realization of human rights through advocacy and provision of unbiased information.

CTL's volunteer Board of Directors provides strategic leadership for the organization. As you will see in the pages that follow, our core focus areas are governance, democracy, and leadership development. In 2023, the organization delivered these strategic programs impactfully, thanks to our partners and the dedication of our secretariat.

A few highlights of the impact we had in 2023 include:

- Better public awareness of social protection safety nets and modalities for accessing them among special interest groups
- Actions taken by duty bearers to address challenges raised by citizens led to improved quality of services for 50,000+ citizens who rely on the target facilities for health care
- Increased citizen interest in public participation with attendance in public budget forums rising by about 34%
- Hundreds of women took a stand against post-election violence and committed to use more objective criteria to evaluate election choices.
- Establishment of a community resource of 19 budget champions at the grassroots. This resource continues to promote citizen participation in the budget-making process.

Young people embraced freedom of association and respect each other's political choices and views. Despite the ups and downs experienced in 2023, it's an exciting time to be part of CTL. Looking ahead, we will continue to advance our mission and work towards building a society where citizens are active participants, not spectators.

Kristin Bakken
CTL Board Chair



GOVERNANCE PILLAR

- Amplifying Service User Voice in Health Service Deliver
 - Strengthening Youth, Women & PWDs Participation in Decision Making
 - Raising Public Awareness of Economic, Social, and Cultural Rights
 - Improving Service Delivery through Responsive Public Budgets
 - Creating Civic Consciousness through Digital Campaigns
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Amplifying Citizen Voice in Health Service Delivery

One of the critical objects of devolution is to bring essential services, including health services closer to the people. Although county governments make significant investment in the provision of public health services, input challenges that affect the quality of care abound. Citizen voices are critical in highlighting gaps in the health care system and advocating for improvements.

In 2023, CTL supported service users to monitor the quality of health services in three public facilities and provide constructive feedback to the government using the community scorecard. The scorecard enabled citizens to evaluate 8 service delivery parameters, including staffing, drugs, equipment, service rooms, physical access, security, infrastructure, and access to water.

"The scorecard process helped us to identify the issues that affect our health facility and determine who can help us improve the quality of services we receive. We realized that everyone in our community has a role to play in improving services and developing our health facility," notes Annette Wanjohi, a member of one health facility management committee (HFMC).



With CTL's support, service users consolidated their findings and used them to engage local duty bearers with a view addressing service delivery shortcomings.

SOCIAL IMPACT



Citizens increased their knowledge of health service entitlements, including input requirements for different levels of health care



Citizens acquired service monitoring skills, including documenting service delivery feedback and engaging relevant duty bearers



Actions taken by duty bearers to address the challenges raised by citizens led to improved quality of services for 50,000+ citizens who rely on the target facilities for health care

Strengthening Youth, Women & PWDs Participation in Decision Making

Although public participation is among the key principles underlying Kenya's constitution, voices of communities that have traditionally been left out of the decision making table remain scarce.

Social and cultural barriers continue to undermine the participation of youth, men, and persons with disabilities (PWDs) in decision making processes, both locally and nationally.

To address these challenges, CTL implemented targeted interventions to strengthen youth, women and PWD participation in governance processes.

These interventions included conducting civic education activities on the rights of special interest groups targeting community groups that draw their membership from these groups.

CTL also supported youth, women and PWDs to develop strategies for engaging duty bearers and provided platforms for them to meet relevant government officials and discuss service delivery issues that matter to them.



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As much as we have rights as women, youth and PWDs, it wouldn't make any difference if we are reluctant to engage the government and advocate for the fulfilment of these rights. I am confident that when we take decisive action, we will achieve tangible results," notes Hellen Sietenei, a participant in one of the activities targeting youth, women, and PWDs.

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Deliberate efforts to include individuals from these groups as resource persons and in service monitoring committees equipped them with the confidence, skills and knowledge they need to make their voices heard in spaces where decisions are being made.

Additionally, CTL developed an Orientation Guide for MCAs elected or nominated to represent these groups in local assemblies. The purpose of this guide is to unpack the representation, oversight, and legislative roles and customize activities that the MCAs can take to make county laws and policies more responsive to the needs of youth, women, and PWDs.



THE SOCIAL IMPACT

- Increased confidence among youth, women and PWDs and significant increase in knowledge of their rights and civic processes
- Acquisition of community organization skills by participants targeted during the interventions
- Change of perception on the impact that participation of youth, women, and PWDs in decision-making processes can have .

Raising Public Awareness of Economic, Social, and Cultural Rights

Part of CTL's work involves conducting civic education on constitutional rights and responsibilities to enable citizens to play an active role in governance processes both locally and nationally. Due to the urgent need to make essential services more accessible to citizens, CTL's civic education work focused on economic, social, and cultural (ECOSOC) rights.

Throughout 2023, CTL supported community-based civic educators to sensitize citizens on ECOSOC rights as enshrined in Article 43 of the Kenya constitution. But this was not all. The civic education sessions devolved deeper to help citizens understand the entities that are responsible for making these rights accessible to citizens, structure of service delivery for each right, and the service entitlements that guide service delivery as contained in different policy documents.

This knowledge empowered citizens to target relevant duty bearers with service delivery demand where their realization of specific rights fell short. Civic educators targeted community groups, supported them in mapping responsible duty bearers and guided them on strategies for engaging them to address the problem.



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Economic, social and cultural rights can only be realized when citizens become aware of them, modalities of accessing them and actively engage relevant government agencies to ensure they do their part effectively. Without this awareness, the rights will remain go-to-have promises in our constitution

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Ann Nyige, Civic Educator at CTL.

Following CTL's civic education interventions, citizens engaged government officials on a range of issues including drainage systems, quality of health services, access to social protection programs, quality of roads, and access to clean water.

THE SOCIAL IMPACT

- Improved access to quality services for thousands of Nakuru County Residents
- Improved drainage systems and reduced pollution of river water ways
- Better public awareness of social protection safety nets and modalities for accessing them



Improving Service Delivery through Responsive Public Budgets

The Constitution of Kenya 2010 puts citizens at the center of development. By providing for citizen participation, the constitution paves way for ordinary citizens to have a say in planning and budgeting decisions at county and national levels. But even with this robust legal framework that gives citizens a voice in the budget making process, few citizens view their participation as a tool for improving the quality of essential services they receive in their localities.

Over the past year, CTL worked with citizens in selected locations to gather evidence of service delivery gaps and use the findings to influence budgetary allocations towards strategic inputs required to improve service quality. This process expanded citizen awareness of the type of development projects they can propose during public budget forums and enhanced responsiveness of public budgets to citizen needs.



'I realized that roads, boda boda sheds, and drilling of boreholes are not the only development projects that the community can propose. Important infrastructure like buildings and equipment for our health facilities can also be proposed by citizens and included in county plans and budgets

Paul Thiong'o, the Chairperson of one of the Accountability Cells, Lare Health Center in Njoro Sub County

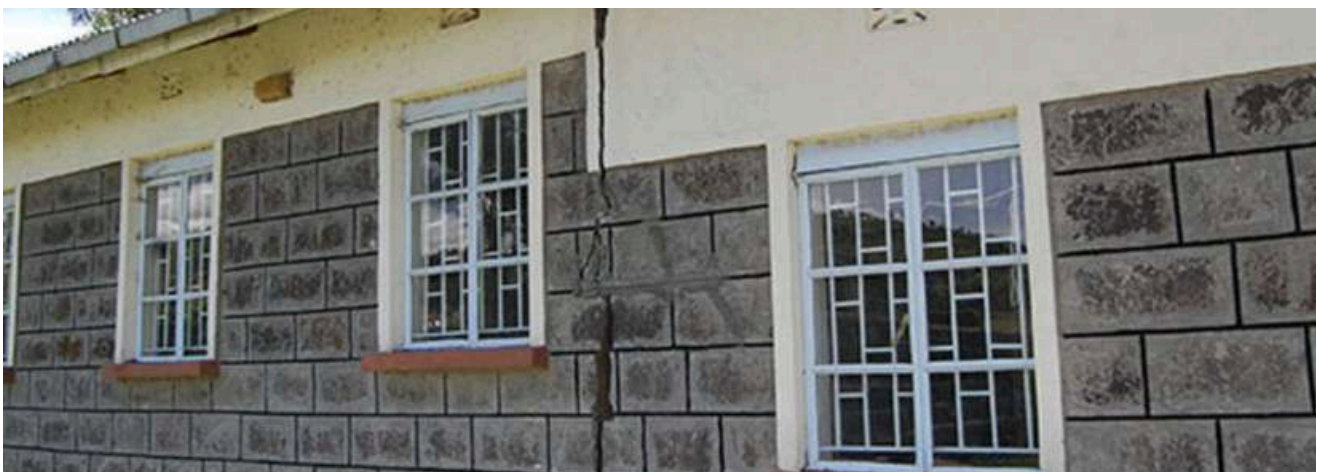


With this realization, service users in Lare Health Center prioritized renovation of a hospital structure that had not been in use for decades due to deep cracks. Following their participation, the County Government of Nakuru allocated an estimated \$70,000 to the project and commenced construction works. The renovated structure now hosts a fully fledged maternity wing in the level 3 health facility.



THE SOCIAL IMPACT

- Increased access to quality health care for 30,000 service users in Nakuru County
- Empowerment of local communities to monitor essential services, identify service delivery gaps, and use evidence to advocate for resource allocation to critical service inputs
- Increased citizen interest in public participation with attendance in public budget forums rising by about 34%



Creating Civic Consciousness through Digital Campaigns

In the past year, CTL's commitment to foster civic awareness and engagement was realized through a strategic focus on creating impactful digital content. Combining infographics, human story videos, whiteboard animations, and posters, we strived to educate and inspire citizens to take action by sharing civic content on a range of topics, including public finance management, economic and social rights, social cohesion, and boundary delimitation.



We focused on simplifying complex civic concepts to make them easy to understand, readily accessible to the public, and actionable. Our decision to focus on digital campaigns was guided by the following principles:

Shareability

Digital content can be shared quickly online to reach more people and spark conversations on social media.

Reusability

Digital content can be used for an extended period of time to provide continuous education and support advocacy efforts.

Offline-Online Linkage

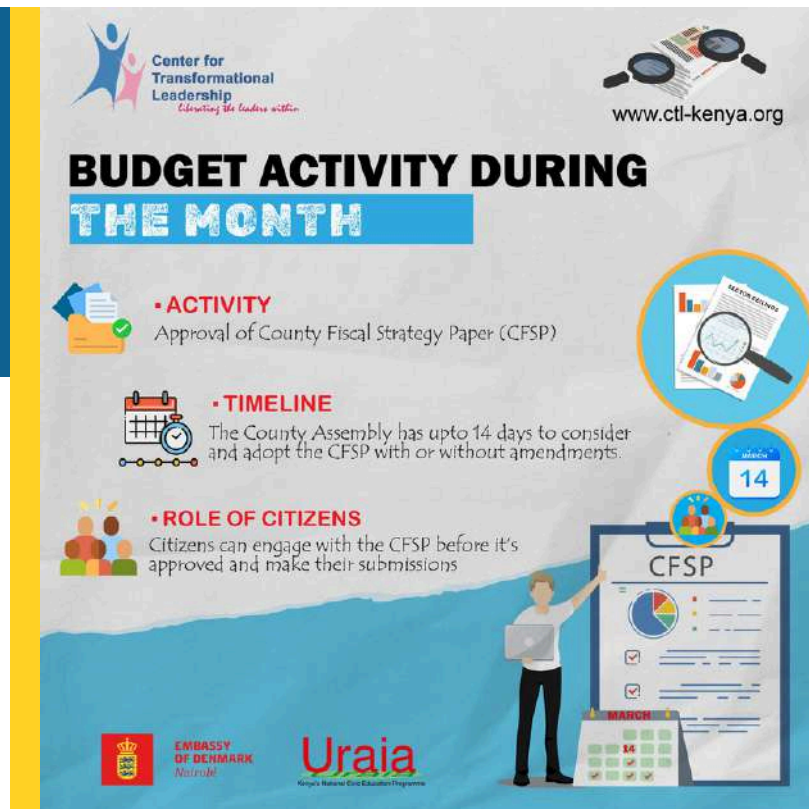
Digital content allows us to bring offline conversations /messages to our online audience

Visual Over Text

Visuals content appeals better to users than text. We use infographics, videos, and animations to make civic content fun and easy to understand.

Disinformation

Digital spaces are rife with inaccurate information and misrepresented facts. We use digital content to counter misinformation and disinformation.



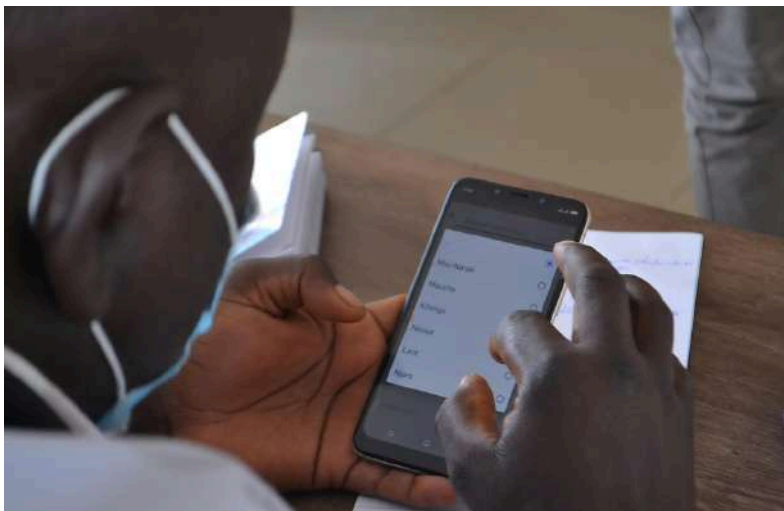
Looking ahead, CTL is committed to diversify civic content, tailor messages to specific audience segments, and cultivate lasting partnerships with local influencers to amplify impact. By harnessing the power of storytelling and visual communication, CTL empowered more individuals to actively participate in democratic processes and drive positive change across borders.

THE SOCIAL IMPACT

- Increased engagement with video and infographic content across digital platforms
- Expanded reach through utilization of digital assets by partner organizations to promote civic consciousness online

Improving Access to Public Information through Mobile Technology

For the last 10 years, CTL has been implementing democracy and governance programs in Nakuru and Nyandarua Counties to build a critical mass of active citizens. Over this period, the focus of our work has been on civic education and civic engagement, including enhancing citizen participation in critical decision making processes like planning, budgeting and elections as envisioned by the Kenya Constitution. In the course of implementing its programs, CTL identified low access to public participation information, county budget information and low awareness of duty bearers and service standards/entitlement as key hindrances to citizen participation in governance processes.

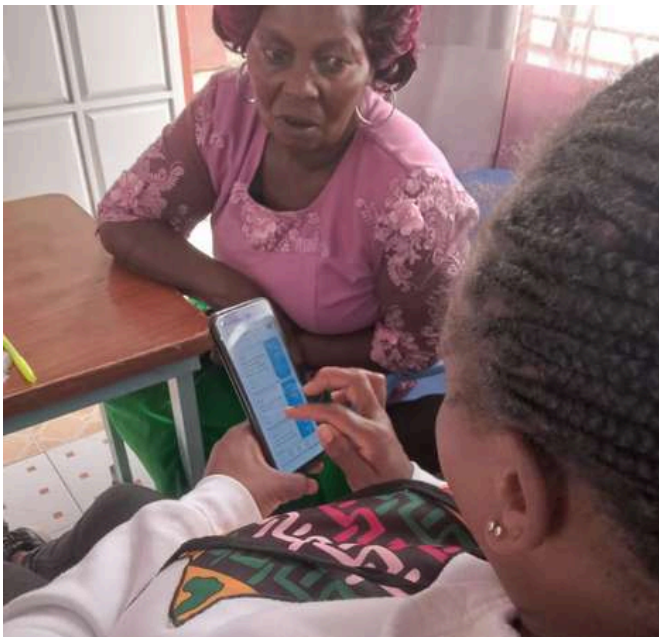


To address these challenges, CTL embarked on a journey to make this information accessible to citizens in an easy and convenient manner. The intervention involved simplifying bulk budget documents and making the information people need accessible via mobile phone through a mobile application dubbed Skika. Although the process of developing the App has been long and tedious, CTL started piloting the application in 2023.

The response from citizens has been phenomenal. For the first time, they were able to access details on approved projects in their localities complete with allocated amounts. For many, this is the feedback that had been missing after attending public budget forums.

During a pilot meeting in Nakuru County, one participant said, "This application bridges an important information gap for us. Without knowing which project has been funded, we can't track development in our localities. I now feel empowered to start asking my MCA and other government officials questions about development projects."

CTL continues to work on the mobile application to make it seamless and resourceful for users.





LEADERSHIP DEVELOPMENT PILLAR

- Empowering Rural Women to Champion Peace
 - Mentoring Grassroot Champions to Drive Local Budget Engagements
 - Empowering Health Facility Management Committees to Lead Better
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Empowering Rural Women to Champion Peace

CTL's 'Women for Peace Symposiums' elevated the conversation on the role of rural women in building lasting peace before, during, and after the general elections. The symposiums provided an opportunity for women to reflect on the history of post-election violence in Kenya's Rift Valley region, map violence hotspots, assess the role that women play in fuelling the violence and identify local solutions and actions for mitigating future violence..

Women also reflected on the long-term impact of election violence on children- and the feelings of resentment and hatred it breeds towards other tribes in the long-run. The lack of psychosocial support targeting children was identified as a glaring gap in mitigating post-election violence.



Women are like salt, they add taste to the community.

Milka



'Women are like salt, they add taste to the community. Using their tongues, they can either calm or escalate electoral conflicts. Let's use our tongues to make our communities peaceful and better,' Milka Jerotich, Member of Njoro Peace Committee.



The symposiums also provided a platform for women to reflect on their 2022 election choices and the criteria they used to elect current political leaders, which included tribe and handouts. Participants identified instances where politicians applied ethnicity to cause divisions and violence. Following the conversations held during the symposium, women acknowledged the need to have a more objective criteria that focuses more on merit, character and past leadership experience.

**THE
SOCIAL
IMPACT**

- Hundreds of women took a stand against post-election violence and committed to use more objective criteria to evaluate election choices.
- 200 Women empowered to spearhead peace efforts in rural communities
- Rural women affected by post-election violence regularly hold circle-of-support debrief in their communities to debrief and share experiences on their healing journey

Mentoring Grassroot Champions to Drive Local Budget Engagements

CTL's 'Bajeti Mashinani' initiative built the capacity of citizens to engage in public management finance. Through a 9-month training program, a team of community-based budget champions was empowered with knowledge about the budget cycle, budget documents, opportunities for public participation, and tools for citizen participation.



Using the skills and knowledge acquired through the training program, the budget champions mobilized youth, men, PWDs, and women in their localities to engage in local budget forums. They promoted meaningful participation of citizens in the budget-making process. They organized community meetings in their localities to sensitize citizens on the importance of participating in the budget-making process, guide citizens to prioritize their development needs and prepare written memorandums for submission to local government during public budget forums.

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I was using the wrong approach to advocate for development projects

Enock Kerich

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‘Previously I was using the wrong approach to advocate for development projects in my ward. This caused me trouble with the political class and the local leaders. This changed after I acquired knowledge about the budget-making processes and the strength that lies in community organizing. I have been able to sensitize my community and help them engage in decision making on development matters in our area,’ says Enock Kerich, A budget Champion from Njoro Sub County.

As a result of the 'Budget Mashinani' initiative, CTL enhanced the capacity of citizens to engage in the budget-making process with citizens submitting 18 memorandums during public budget hearings.

THE SOCIAL IMPACT

- Establishment of a community resource of 19 budget champions at the grassroots. This resource continues to promote citizen participation in the budget-making process.
- Citizens influenced the allocation of Kshs. 18.9 Million / \$142,642 towards development projects that matter most to them.
- Increased citizen interest in public participation. Following the intervention, attendance in public budget forums increased by 34%



Empowering Health Facility Management Committees to Lead Better

In Kenya, health is a devolved system. Community participation in service delivery has been placed at the center of devolution which includes the management of health services. Lower tiers of health facilities in Kenya are managed by the Health Facility Management Committee which comprises community representatives. CTL strengthens the capacity of 4 health facility management committee members to improve the quality of service delivery in their facilities using evidence-based approaches, conducting peer-to-peer learnings, and developing facility plans.

With the knowledge acquired, the HFMC has been putting in place resource mobilization measures in their respective facilities which include approaching private sectors to support a component in the facility and proposing infrastructural projects during County public participation sessions on the County budget. Further, HFMCs have been engaging service users to gather feedback to improve the facilities and in some instances, to sensitize them on particular issues concerning health facilities.

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I didn't know that I could play the role of the link between the hospital management and the CHPs.

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Madam Agnes Mwangi, who doubles up as a community health promoter and a member of the committee. “I didn't know that I could play the role of the link between the hospital management and the CHPs. For the longest time, we as CHPs have faced challenges in how the referred patients are accessing services, and we did not know who to raise our complaints to. After having gone through the training, I have realized that I am the one responsible for addressing it, but I didn't know that I have that power by being a member of the committee.”

As a result of the strengthening of the HFMCs, CTL enhanced the capacity of members of the health facility management committee to improve service delivery in their respective health facilities with 8 initiatives started in resource mobilization and service delivery.





DEMOCRACY PILLAR

- Confronting Cultural Stereotypes that Fuel Electoral Conflict
- Leveraging Sports to Build Political Tolerance

Confronting Cultural Stereotypes that Fuel Electoral Conflict

Stereotypes are overgeneralized, often inaccurate characterizations of a group and its members. Because stereotypes rely on heuristics, they can occur unconsciously and shape human behavior in multiple ways. People may stereotype others in order to quickly characterize them, or maintain their self-esteem and sense of self-worth.





With over 42 tribes, Kenya's politics are highly tribal. The practice of leveraging culture and ethnicity to win votes has persisted for decades. In some parts of the country like Nakuru, cultural stereotyping has led to post-election violence as politicians pit tribes against each other by propagating stereotypes on different communities, especially migrant ones. These actions breed mistrust and divisions that tend to erupt between communities during or after the elections.

CTL implemented an intervention that sought to confront ethnic stereotypes in Nakuru County. The intervention involved conducting candid cultural conversation between members of different ethnic groups, particularly those with deep-rooted mistrust. During the 'culture talk' sessions, communities questioned each other's perceptions and clarified cultural practices that are often misconstrued by 'outsiders' as efforts to harm them.

These conversations served as the first step towards mending intercommunity relationships, building trust and cohesion among communities that live together. They also served as an important step towards mitigating future electoral violence.

Leveraging Sports to Build Political Tolerance

Elections in Kenya are highly competitive. The large youthful population and soaring youth unemployment make young people an easy target for manipulation by politicians during elections. Such was the case in the Naivasha sub-county. Before the 2022 general elections, football teams in this area played and coexisted peacefully. Although the young people played for different teams, they were friends who trained on the same field, played friendlies, and organized tournaments together.





All this changed when politicians started enticing youth with promises of support to popularize their candidature in the run-up to the 2022 general elections. Four football teams in Naivasha sub-county were targeted by aspirants from major political parties who favored some teams over others. With time, their actions began to stir conflict between the football teams.

Sidelined teams quit playing friendly matches. Disgruntled, they approached candidates in rival political parties, effectively splitting the teams along political lines. Heated debates referencing political affiliations became common to speak among fans, fueling political intolerance. This political antagonism persisted after the elections, the football teams avoided each other.

CTL organized sensitization meetings targeting football team coaches and captains in Naivasha to reflect on the 2022 elections and identify ways of resolving political differences among youth. The coaches were sensitized about conflict and supported to conduct 15-minute 'prep talks' before each match.

The talks focused on conflicts among team members and their impact on the community. Through the football coaches, CTL facilitated dialogue sessions between rivalry teams to iron out their differences and reunite them. These sessions unearthed a range of issues that fueled the political conflict between the teams, which included skewed scheduling of matches on public playgrounds. To address these issues, a loose network with representation from the different teams was formed to promote sports development in Naivasha sub-county. The network now schedules matches, and mobilizes resources from government and non-state actors to promote sports.

THE SOCIAL IMPACT

- Youth were empowered to organize themselves and negotiate for better empowerment programs
- Young people embrace freedom of association and respect each other's political choices and views
- Target communities were empowered to find local solutions to their problems





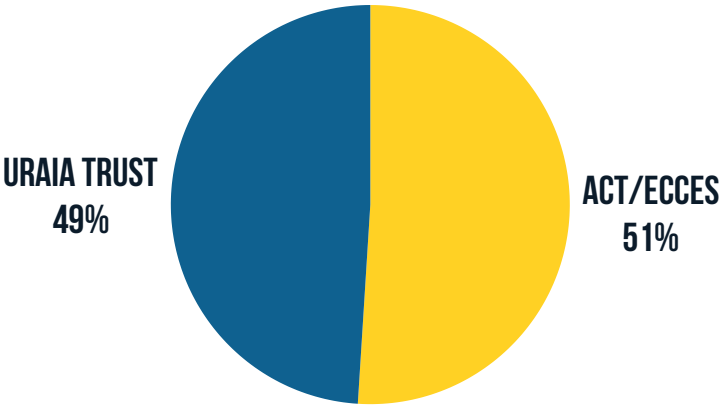
Summary of CTL's 2023 Financial Statements

The following summary of financial information is derived from the audited financial statements of activities and of financial position of CTL for the year ending December 31, 2016.

Income

CTL received a total income of Kshs.14 million from her partners. This was a 33% increase from the previous year's Kshs. 10 million.

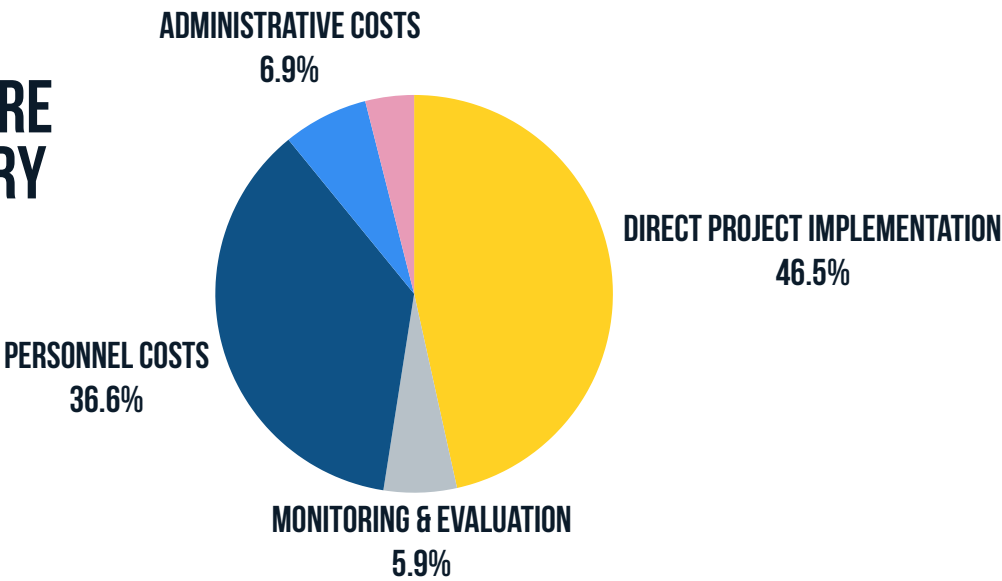
CTL'S INCOME 2023 BY SOURCE



Expenditure

CTL's 2023 expenditure for the period by category

CTL'S EXPENDITURE 2023 BY CATEGORY



OUR PARTNERS



**MINISTRY OF
FOREIGN AFFAIRS
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FROM THE AMERICAN PEOPLE





BECAUSE, WE'RE HERE TO HELP

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Kristin B. Naituli - Board Chairperson
Prof. J. Gitile - Treasurer
Dr. Faith Muniale - Member
Kioko wa Kivandi - Member
Angela Maramba - Member
Bancy Kubutha - Board Secretary

CTL Secretariat

Bancy Kubutha - Executive Director
Juliah Kamau - Finance Officer
Peter Rono - Project Officer
Paul Njuguna - M&E Officer
Nickson Mwarari - Communication Officer
John Kiruki - Communication Assistant
Margaret Gachanja - Administrative Assistant

ADDRESS

P.O. Box 15206 Nakuru, 20100

TELEPHONE

020 2677 513 | 0786 988 484 |
0727 920 220

WEBSITE

www.ctl-kenya.org

