



Center for
Transformational
Leadership



IMPACT REPORT

DEMOCRACY AND
GOVERNANCE WORK

www.ctl-kenya.org

CTL has been implementing democracy and governance programs over the last 6 years. In this report, we share the impact from three of our governance projects implemented between 2016 and 2020. This report covers four components and showcases impact in Nakuru and Nyandarua Counties through case studies.



OVERVIEW

KEY COMPONENTS OF THE REPORT:



Civic and Voter
Education



Budget
Advocacy



Social
Accountability

AREAS OF IMPLEMENTATION



- **Nakuru County**
- Nakuru Town East Sub-County
- Subukia Sub-County
- Rongai Sub-County
- Njoro Sub-County
- Naivasha Sub-County



- **Nyandarua County:**
- Ol Kalou,
- Ol Joro Orok
- Kipipiri

CIVIC & VOTER EDUCATION

CTL uses two approaches to deliver civic education. The sustained civic education approach enables us to deliver quality civic education to citizens by exposing them to civic content multiple times. The mass civic education approach is used to empower citizens with basic civic knowledge by exposing them to civic content once or twice. This section highlights statistics from both sustained and mass civic and voter education.



A. QUALITY CIVIC EDUCATION

Focus:

- Overview of the Constitution of Kenya
- Devolution
- Bill of Rights
- Citizen Participation

Overall Reach

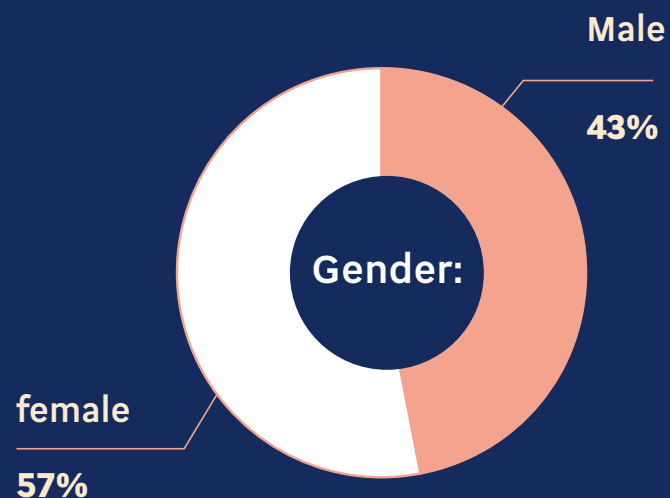
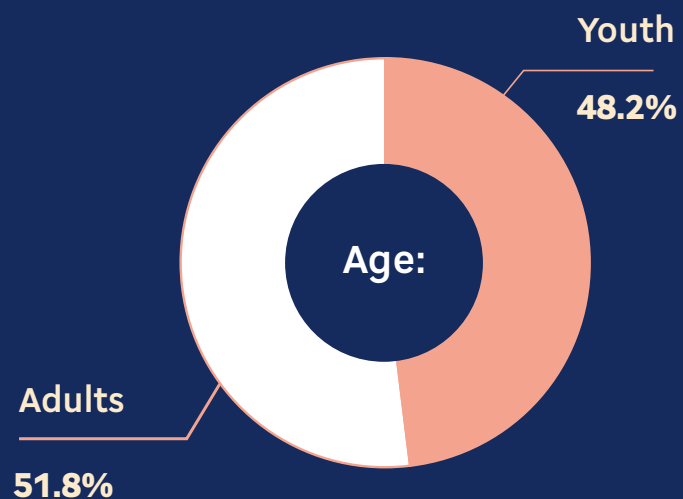
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Civic
Educators
Engaged

63,580

Citizens Reached
with Quality
Civic Education

Reach by Demographics:



Disability:
PWDs
0.5%

B. MASS CIVIC EDUCATION

Overall Reach:

622,978

Citizens Reached with
Basic Civic Education:

4

Platforms Used to Deliver
Mass Civic Education:

Key Platforms & Reach:



Social Media
34.8%



Ad Hoc Meetings
0.3%

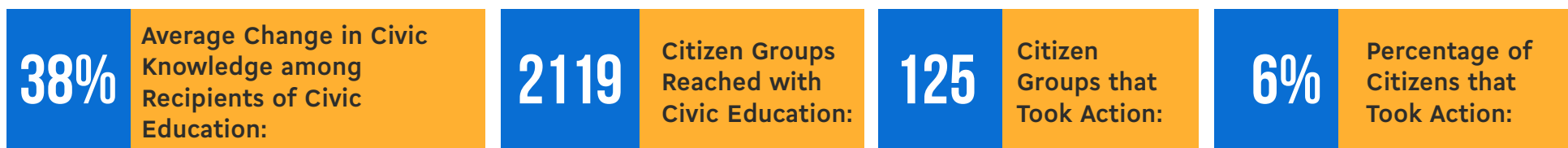


Radio
60%

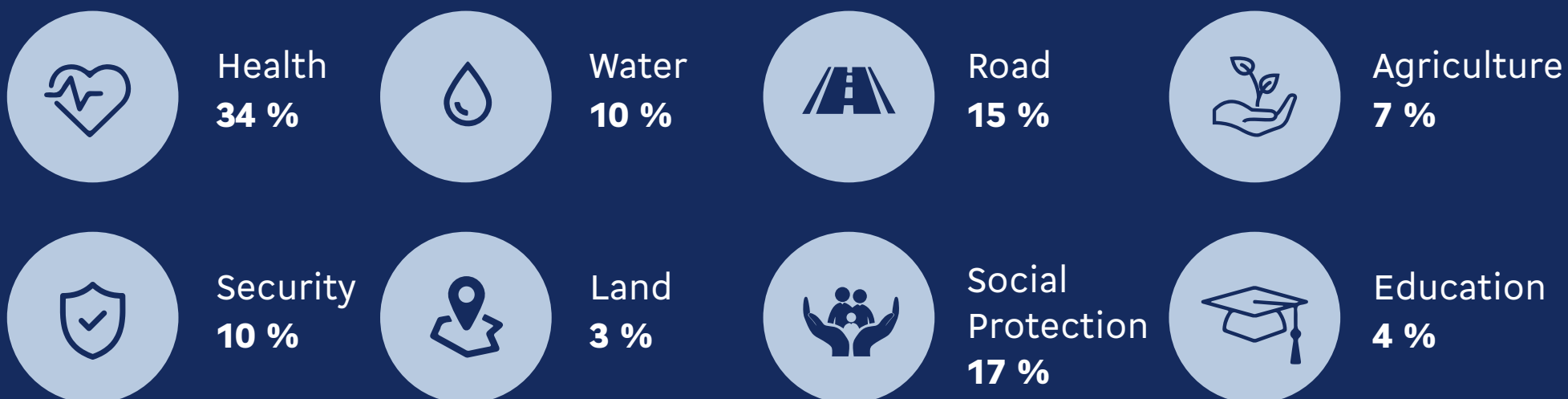


Posters
4.9%

Citizen Actions Resulting from Civic Education



Sectors Targeted with Citizen Actions:



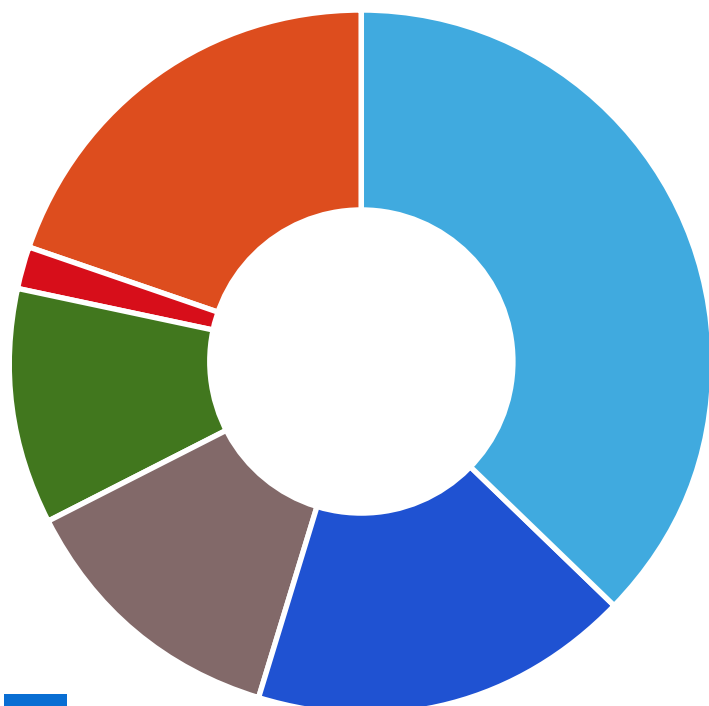
Government Response to Citizen Actions:

56 Citizen Groups that Received Response from Government:

36 Actions Taken by Government in Response to Citizen Actions:

74% Percentage of Citizen Actions responded to:

Sectors Targeted with Citizen Actions:



Sectors	No of Actions
Health	38%
Water	18%
Road	13%
Agriculture	11%
Security	2%
Social Protection	20%

C. VOTER EDUCATION

Focus:

- Representation of the People
- Leadership and Integrity
- Electoral Process and Offences
- Role of IEBC in Elections

Key Components:

- Public Education
- Voter Registration
- Voter Verification
- Voter Simulation

Platforms Used:



Ad Hoc
Meetings



Caravans



Community
Theatre

Overall Reach:

8497 Citizens Reached
with Voter Education:

8 Voter Simulations
Conducted:

2241 People who Verified
Voter Details

557 Citizens participating
in Voter Simulations:



CASE STUDY 1: SHIFTING PUBLIC PERCEPTIONS TOWARDS CIVIC ENGAGEMENT ONE GROUP AT A TIME

Perception is a key hindrance to civic engagement. The way citizens view government and decision making processes affects how they engage with them. Public perceptions are shaped by different factors including experience, knowledge, media reports, and even rumors.

When citizens don't have the correct information concerning their constitutional rights and responsibilities, they miss out on opportunities to influence government decisions and demand for quality services. This keeps them from enjoying the social, economic and cultural rights as envisioned in chapter 4 of the Constitution of Kenya.

For CTL, civic education is a tool that's highly effective in influencing public perception towards civic engagement. Here are a few highlights of how civic education has changed the perception of ordinary citizens.

- The Constitution Isn't Just for Lawyers, We Can Use It Too', Jordan Women Group

Prior to undergoing sustained civic education, members of the Jordan women group viewed the constitution as a book that's meant to be used by lawyers in courts. However, after learning about the importance of the constitution and getting an overview of its contents, the women realized that each Kenyan citizen can read and use it. Most importantly, they realized that all citizens have a duty to protect it.

- As the People, We Hold Sovereign Power, We Can Question Elected Leaders', Moi Flats Youth Group

For a long time, members of Moi flats youth group have viewed elected leaders as powerful figures who cannot be questioned. But after learning about sovereignty of the people and representation of the people, members of this group realized that the people hold all the sovereign power and that they donate that power to elected leaders during elections. They realized that elected leaders should be representing the interests of the public, and that citizens have a right to engage them.

- Devolution Isn't A Burden, It's Giving Us Space to Influence Dev't Decisions', Huruma Women Group

Members of Huruma women group thought that devolution

has brought many challenges i.e. high taxes, rising cost of living, corruption, poor workmanship etc. However after learning about the benefits and objects of devolution, the members began to appreciate the gains that devolution has brought. They realize that as women, they now have an opportunity to participate in making development decisions. With devolved governments, essential services should be closer to the people and as citizens, they have a role in holding leaders to account.



- Youth Too Have A Role In Shaping County Priorities', Arus Youth Group

Members of Arus youth group thought that public participation forums were only meant for adults and the elderly in the community. However, after learning about different tools and avenues of citizen participation, the group members realized that the opportunities and avenues are available for all citizens to participate in governance processes.

- Public Participation Is Not A Waste of Time, Important Decisions are Made in Public Forums', Njoro Fish Farmers Self-Help Group

Before they learned about the importance of public participation, members of Njoro Fish Farmers Self-Help Group viewed public participation as a waste of time. This is because no sitting allowance is provided yet they have to close their business in order to attend the public participation forums. However, after participating in civic education sessions, they realized that there are important decisions that are made during public participation on the county budget and Finance Bill that affect their businesses.

For instance, decisions about business permit fees are made during public participation on the Finance Bill - if citizens don't attend those sessions, they'll still pay the amount that others set in the Bill. For instance learning about the budget making and the Finance Bill, they realized that public participation forums provide opportunities for citizens to engage in making important decisions on issues that affect them.

BUDGET ADVOCACY

Our budget advocacy focuses on enhancing the capacity of citizens and mobilizing them to engage meaningfully in the budget making process. In this section, we highlight key achievements from our budget work.



Focus:

- Public Finance, Budget Process, Documents and Calendar
- Pre-Budget Forums
- Mobilization for Budget Forums
- Sector Engagements

Reach:

26Budget Champions
Trained:**162**Pre-Budget Forums
Conducted**2722**Citizens Participating in
Pre-Budget Forums:

Distribution of Memos by Sector



Health
22%



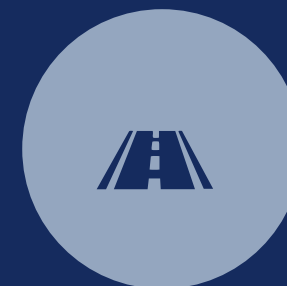
Education
10%



Water
21%



Youth
9%



Infrastructure
38%

CASE STUDY 2: INFLUENCING BUDGET PRIORITIES THROUGH A KNOWLEDGEABLE CITIZENRY

To participate meaningfully in county budget making processes, citizens need to be aware of their right and responsibilities to participate. They should also have access to budget documents in a format and language they understand. Further, citizens should be aware of the date, time and venue for public forums and be able to utilize public participation tools to submit proposals for development projects. In Nakuru and Nyandarua Counties, CTL focused on addressing barriers to meaningful public participation in the county planning and budgeting process.

The Challenge

- Low public awareness on the right and responsibility to participate in decision making processes, including the county planning and budget making processes
- Low public participation in county budget making process - county government was not receiving inputs from citizens despite publishing public participation notices inviting memorandums submissions in Nyandarua County
- Inaccessibility of budget forum venues by Nakuru residents as only one forum was held at sub county level.
- Inaccessibility of budget documents by the public - the county executive was not publishing budget documents on its website, making it difficult for citizens to access them or even know what was going on

Our Interventions

- Training local communities on the budget making processes and the benefits to citizens
- Mobilizing local communities to engage in the annual budget making process
- Supporting local communities in drafting budget memoranda and petitions
- Advocating for access to budget documents - particularly through county website

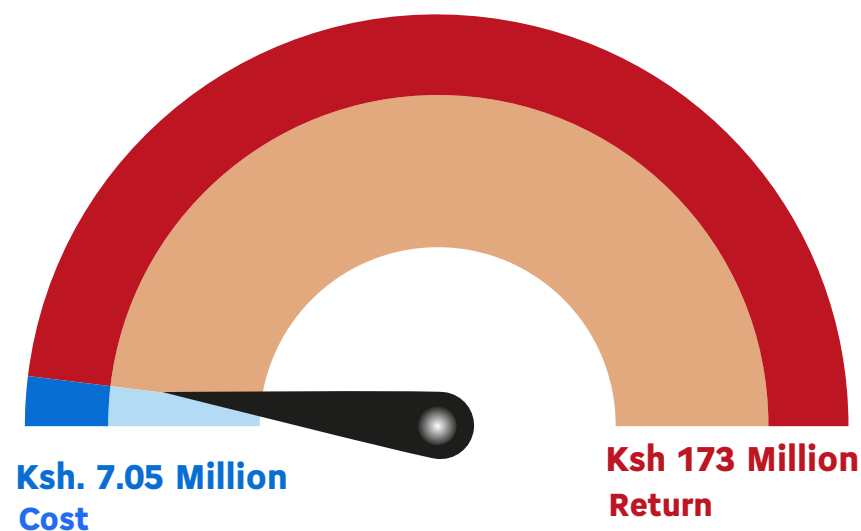
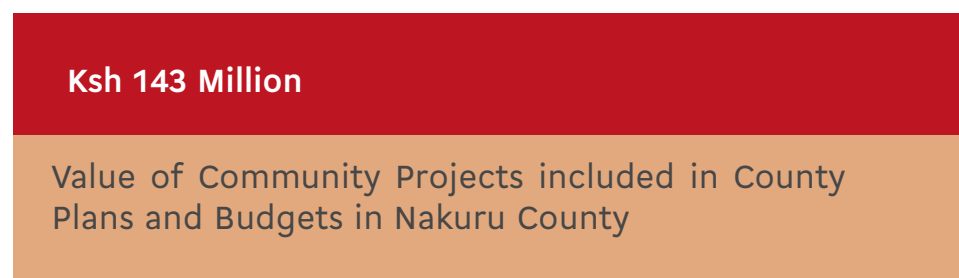


Return on Investment

Cost of undertaking Budget Advocacy Work: **Ksh. 7.05 Million**

Ksh 5.3 Million	Ksh 791,200	Ksh 490,000	Ksh 1,470,000
Civic Education	Capacity building	Community Sensitization and Mobilization	CTL Overheads

Return on Investment: Approximately **Ksh 173 Million**



SOCIAL ACCOUNTABILITY

As users of the services that the government provides, citizens should monitor the quality of services and projects delivered to them, provide feedback to relevant departments and demand for improvements where services are poor. CTL has been empowering citizens to apply the social accountability approach in monitoring service delivery and project implementation.



1. Focus:

- Monitoring of Health, Agricultural and Education Services
- Social Accountability tools used:
- Community Scorecard
- Social Audit
- Citizen Report Card

2. Scope:

- Social Accountability Initiatives conducted: **14**
- Distribution of Social Accountability Initiatives by Sector:



Education
Sector **4**



Health
Sector **8**



Agricultural
Sector **2**

3. Geographic Area:



Nakuru County

Molo, Nakuru Town East,
Subukia, Njoro, Rongai
Sub-counties



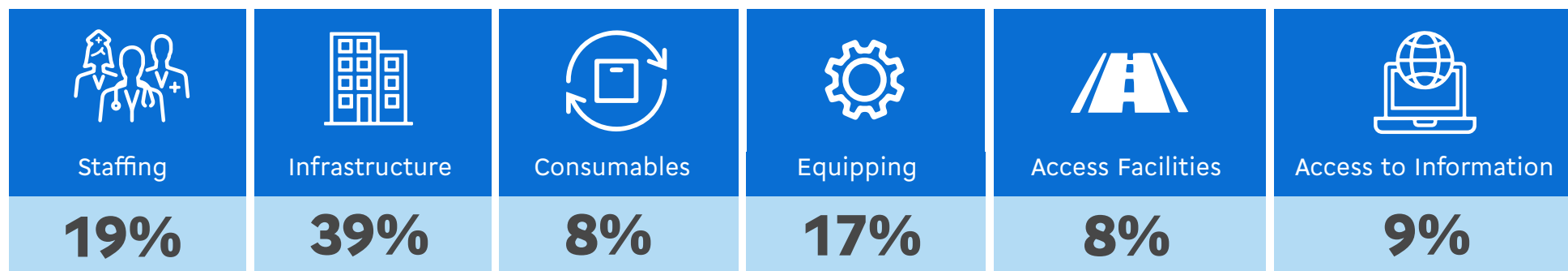
Nyandarua County

Oi Kalau Sub-County



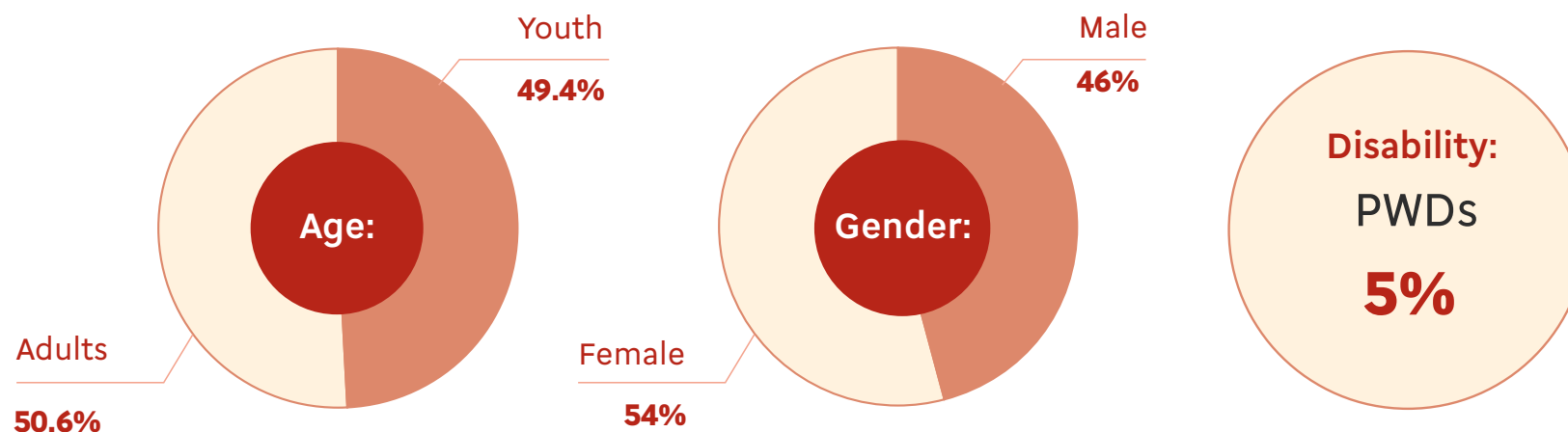
4. Service Improvements:

- Improvements resulting from Social Accountability Work: **64**
- Nature of Improvement:



5. Citizen Involvement:

- Citizens engaged in Social Accountability Initiatives: **5401**
- Citizen Involvement by Demographics:



CASE STUDY 3: HOW A COMMUNITY SCORECARD IMPROVED MATERNITY SERVICES IN WEI DISPENSARY

Wei Dispensary is located in Wasseges Ward, Subukia Sub County - 50km from Nakuru Town. It sits on a two-acre piece of land and serves a population of 10,000 people. However, for over 16 years, Wei Dispensary had a maternity ward that didn't serve the needs of residents. Compared to other Sub Counties in Nakuru County, Subukia is one of the underserved Sub Counties in terms of access to health care services.

Pregnant women from Wasseges ward had to travel on poor roads to access maternity services. This led to a rise in unskilled deliveries in the area. With the support of CTL, residents of Wei conducted a community scorecard and engaged duty bearers in the health sector. Here's how the community scorecard transformed maternity services in Wei dispensary.

The Challenge

- Wei dispensary had a maternity wing that was built in 2004.
- Though the maternity wing had been equipped with beds and other basic maternity equipment, it had not been operational for 16 years due to lack of staff to provide services.
- In 2020, the facility was being served by 2 nurses.
Residents of Wei experienced difficulties in accessing maternity services as the nearest facility is located 17 km away.
- This contributed to increased cases of unskilled births - expectant women were unable to access maternity services due to distance and cost challenges.
- The facility had a lab that was not operational due to lack of a lab technician
- The road to the facility had not been graded, making accessibility a challenge for users and vehicles delivering drugs
- The facility didn't have piped water and relied entirely on rain water

The Intervention

- In 2020, CTL, with funding from Uraia Trust, raised awareness on health entitlements with the community.
- CTL staff trained community volunteers to administer a community scorecard
- The community prioritized maternity services and critical inputs such as lab services, water and staff in their scorecard
- CTL's budget facilitator also trained the Health Facility Management Committee members on the county budget process to enable them to prioritize the needs of the facility during budget forums
- CTL facilitated an engagement meeting between the Wei community members and duty bearers including health department officials and Ward Administrator.

Improvements

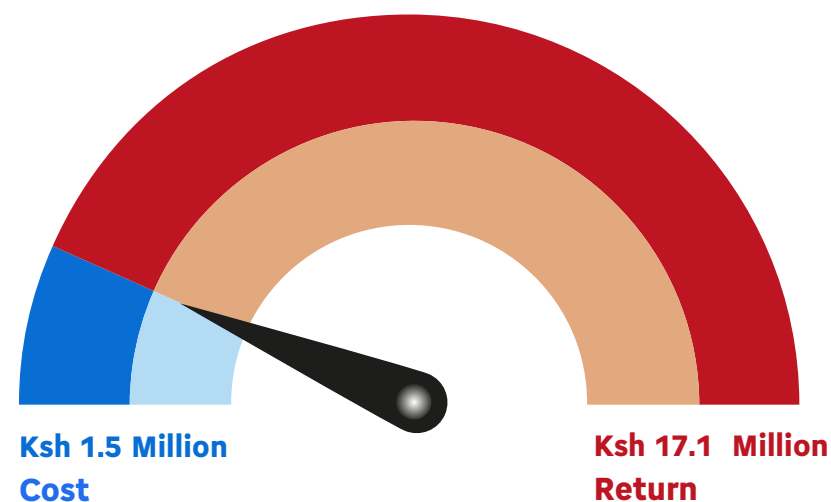
- 4 additional nurses posted to Wei Dispensary, enabling the maternity wing to become operational
- A lab technician posted to the facility
- Renovation works were undertaken in the facility infrastructure
- Grading of access road
- Installation of water systems in the facility
- Establishment of youth corner to provide sexual and reproductive health (SRH) services to the youth



Cost vs Return on Investment

Cost of Wei Community Scorecard: **Ksh 1.5 Million**

Ksh 250,000	Ksh 240,000
Civic Education	Capacity building
Ksh 530,000	Ksh 480,000
Community Scorecard Development	Overheads



Return on Investment: Approximately **Ksh 17.1 Million**

Ksh 3,480,000	Ksh 3,480,000	Ksh 10,000,000
Personnel posted to the health facility	Renovation works done on the health facility	Grading of the road leading to the health facility

CASE STUDY 4: HOW COMMUNITY SCORECARD IMPROVED HEALTH SERVICES IN SOIN SUB-COUNTY HOSPITAL (FORMERLY MOGOTIO SUB-COUNTY HOSPITAL)

Soin Sub-County Hospital is located in Soin Ward, Rongai Sub-County. The facility sits on a 5 acre of land, at Nakuru-Baringo border, 41 km from Nakuru Town. It serves a population of approximately 100,000 people. Prior to the community scorecard, residents of Soin had to travel to Nakuru Town to access quality health services. This changed after the community conducted a community scorecard and engaged duty bearers. Here's how the community scorecard transformed health services in Soin Sub-County Hospital:



The Challenge

Unreliable Water Source: Facility did not have a reliable source of clean water. It pumped water from the Molo River nearby. A borehole had been sunk but was not functional due to lack of a water pump

Dilapidated Infrastructure: Ceiling boards were broken. Women in maternity complained of snakes falling from the ceiling during the hot season

Poor Equipment. Facility had a make-shift dental chair, people were forced to carry patients on their back as there was no

functional wheelchair and stretcher. Equipping of the maternity was poor, the beds were old and lacked mosquito nets despite Mogotio being a malaria zone

Poor Sanitation: A single toilet block was being used by patients and staff, both male and female

Insecurity: The facility didn't have a perimeter wall or a security guard to manage visitors, this posed a risk to patients who were admitted in the facility

Staff Shortage: The facility had inadequate staff, making it hard for patients to access services during the night.

Handling of PWDs: Staff attitude towards PWDs was a concern for the community, forcing patients who had disability preferred to seek services 40 km away

The Intervention

Civic Education: In 2014, CTL, with funding from Uraia Trust, raised awareness on health entitlements among the community.

Capacity building: CTL staff trained community volunteers from the catchment area to administer two community scorecards. The community prioritized water supply, security, maternity services and staffing in their scorecards

Public Engagement: CTL facilitated an engagement meeting between the Wei community members and duty bearers including health department officials and Ward Administrator.

The Improvement

Water Supply: Installation of a water pump in the borehole, providing water all year round

Sanitation Facilities: Construction of a new sanitation block with units for male, females and PWDs

Security: Construction of a perimeter wall and installation of a gate with a security guard

Infrastructure: Renovation works undertaken in all wards and service rooms

Staffing: Posting of 14 nurses, 4 Clinical Officers and a security guard to the facility, enabling citizens to access health services round the clock.

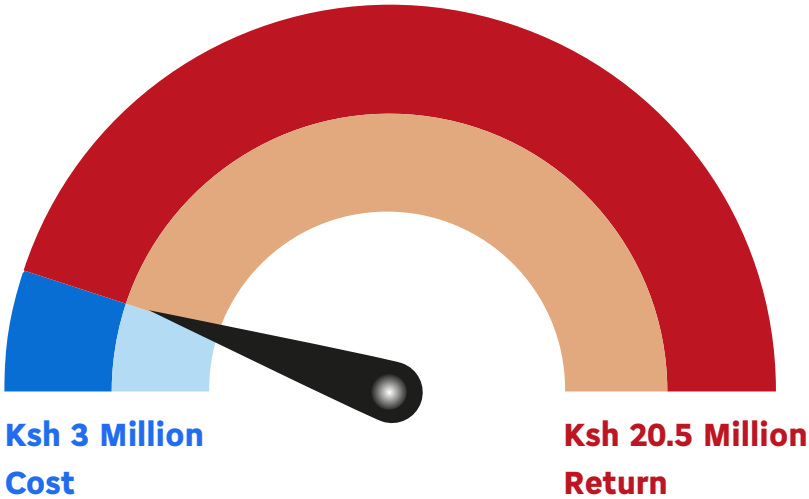
Service Delivery: A nursing station set-up in the maternity wing to enhance service delivery to women in the maternity

Equipping: Delivery of new equipments including wheelchairs, dental chair, new beds and mosquito nets delivered to the health facility

Cost vs Return on Investment

Cost of Soin Scorecard Development: **Ksh 3 Million**

Ksh. 500,000	Ksh. 450,000
Civic Education	Capacity building
Ksh. 1,020,000	Ksh. 1,030,000
Community Scorecard Development	Overheads



Return on Investment: Approximately **Ksh 20.5 Million**

Ksh. 9,800,000	Ksh. 3,780,000	Ksh. 6,950,000
Personnel posted to the health facility	Equipping of the health facility	Infrastructural Improvements in the health facility

ABOUT CTL



Center for
Transformational
Leadership



Vision

A society that upholds
values of good
governance

Mission

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



Core Values

Diversity: We appreciate diversity and do not discriminate against 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:

Building youth and women confidence to enable find creative solutions to their daily challenges



Strategies:

- Training and Mentorship
- Linkages and networking
- Peer-to-Peer Learning

Democracy:

Promoting participation of youth and women in elections and helping them craft criterion for identifying quality leaders



Strategies:

- Voter education
- Social vetting
- Performance monitoring
- Political party democracy

Governance:

Enhancing access to social and economic rights through civic engagement.



Strategies:

- Civic education
- Budget Advocacy
- Participatory Performance Monitoring
- Policy influencing



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