



Center for  
Transformational  
Leadership



# ANNUAL REPORT

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2019/2020

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# ABOUT CTL



## Vision

A society that upholds values of good governance

## Mission

To empower individuals and communities to effect positive change in society



## Core Values

1. Diversity
2. Partnerships
3. Responsiveness

## Partners



## Report written by

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# REMARKS FROM EXECUTIVE DIRECTOR

2019/20 started on a high note for the Center for Transformational Leadership (CTL).

It's the year that CTL began to implement its 2019-2023 strategic plan and also opened an office in Nyandarua County, effectively expanding its operations.

During this period, CTL's work focused mainly on governance work. The organization continued to empower its target audience mainly by building its capacity to engage in county decision making processes and advocate for quality services. To achieve this, CTL worked with strategic partners including donors, government departments and civil society networks.

This annual report provides details on how CTL pursued its mandate in 2019/20 and highlights the progress that the organization has made towards empowering individuals and communities to effect positive change in society.

Specifically, this report highlights CTL's performance in the delivery of civic education to citizens of Nakuru and Nyandarua County as well as empowering citizens to influence county budgets and monitor essential services in both counties. Further, the report highlights change stories from beneficiaries of our community work as evidence of the transformation that CTL is facilitating in the society.

We welcome you to celebrate CTL's 2019/20 journey. We hope that you'll be inspired by the contents of this report.



Sincerely,  
Bancy Kubutha  
Executive Director - CTL

## Civic Education as a Tool for Promoting Civic Responsibility



One of the components of a thriving democracy is a citizenry that is well aware of not just its rights, but also its responsibilities as enshrined in the country's laws. Kenya's supreme law, the Constitution 2010, and Acts of parliament provide and consequently expound on the rights and responsibilities that citizens have. But few people are aware of those provisions, which hinders their enjoyment of those rights.

CTL's civic education pillar focuses on educating the general public about the rights that the law stipulates and the civic duty that citizens have under the same law. In 2019/2020, CTL enhanced citizen awareness about health rights and the right and duty to participate in decision making making in order to promote civic responsibility in Nakuru and Nyandarua counties.



## > THE PROCESS

**24**

Number of Civic educators engaged to educate citizens

**2**

Number of Counties where civic education work was undertaken

**19**

Number of reflection meetings held

**2**

Number of curriculums used in delivery of civic education

## > THE REACH



### Sustained Civic Education

Nakuru County



**5328**

Number of citizens who received quality civic education in Nakuru County

Nyandarua County



**12,041**

Number of citizens who received quality civic education in Nakuru County

**9185**

Total number of females who received quality civic education in both counties

**8183**

Total number of males who received quality civic education in both counties

**205**

Total number of PWDs who received quality civic education in both counties



## Mass Civic Education

**719,642**

Number of citizens who received basic civic education

**63,766**

Number of citizens who were reached through Social Media

**30,000**

Number of citizens who were reached through Posters

**373,963**

Number of citizens who were reached through Radio

**1950**

Number of citizens who were reached through Ad Hoc Meetings

**> THE IMPACT****47%**

Average change in level of civic knowledge among beneficiaries

**53**

Number of civic actions undertaken by beneficiaries of quality civic education

**8**

Number of actions taken by government officials in response to citizen demands

**3**

Number of sectors targeted through civic actions

## > WHERE IT ALL HAPPENED

Nakuru



Nyandarua

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

- Kipipiri Sub-County
- Ol Kalou Sub-County
- Ol Joro orok Sub-County





## > IMPACT STORY

### Gichungo People with Disability Group Gets Cash Transfer and School Fees for Disabled Children after Writing to the National Council for Persons with Disability

Members of Gichungo People with Disability Self Help Group wrote to the National Council for Persons with Disability requesting for school fees and machines that they can use to generate income.

Due to the special nature of their children's needs, most group members are not able to engage in income generating activities. This affects their economic status and many of them are not able to meet the cost of school fees for their disabled children. In February, 2020, the group wrote a letter to the National Council for Persons with Disability requesting for school fees for their children and tools that they can use to generate income.

Following this action, 13 members of the group have been included in the cash transfer program by the National Government's Ministry of Labor and Social Services starting September 2020. The 13 members also received cash from the Covid-19 social assistance fund in the month of July, 2020.

The children of 13 other members have been incorporated in a National Council for Persons Living with Disability program where they will be receiving therapy services and school fees once schools resume after the Covid-19 pandemic.

***"We are very grateful for the assistance that we have received from the government. Who have been struggling for a long time to feed our children without knowing that there is a government program for PWDs. The civic education opened our eyes to know that PWDs have rights in the Constitution," one of the parents said.***

With a total membership of 26, the group was formed by parents who have PWD children with a view of supporting each other and soliciting for help on issues affecting their children. One of these issues is meeting school fees costs for their children.

The group took this action after learning about the rights of children to access quality education during a sustained civic education session conducted by one of CTL's civic educators.

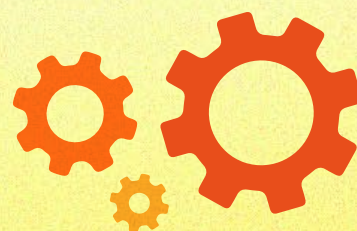


## Improving the Quality of Essential Services through Citizen Feedback

One of the key objectives of devolution is to make essential services more accessible to citizens. While county governments are responsible for delivering these services, oftentimes the quality of services is poor and does not meet the threshold set by the Constitution and service delivery standards. As part of public participation, citizens can monitor services and give feedback to relevant government officials to address this problem. During the 2019/20 period, CTL empowered citizens in Nakuru and Nyandarua Counties to monitor health and agriculture services and share constructive feedback with the relevant departments in order to improve those services.

### Our Service Monitoring Work in Numbers

#### > THE PROCESS



**5**

Number of service monitoring initiatives undertaken

**2**

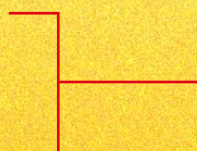
Initiatives in Nyandarua County

**3**

Initiatives in Nakuru County

**2**

Number of sectors where services were monitored



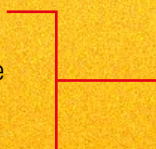
Health



Agriculture

**53**

Number of issues raised through service monitoring initiatives



**36**

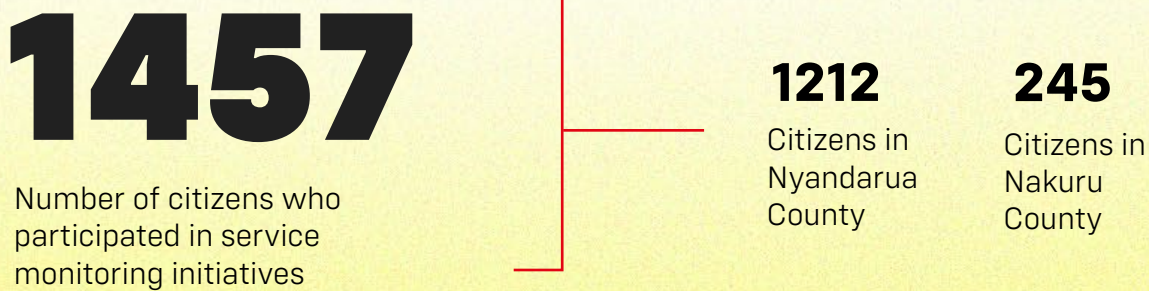
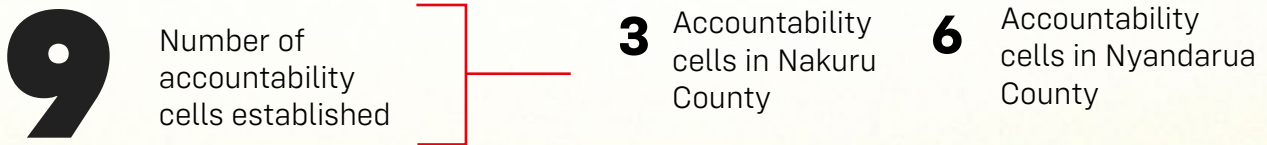
Issues identified in Nakuru County

**17**

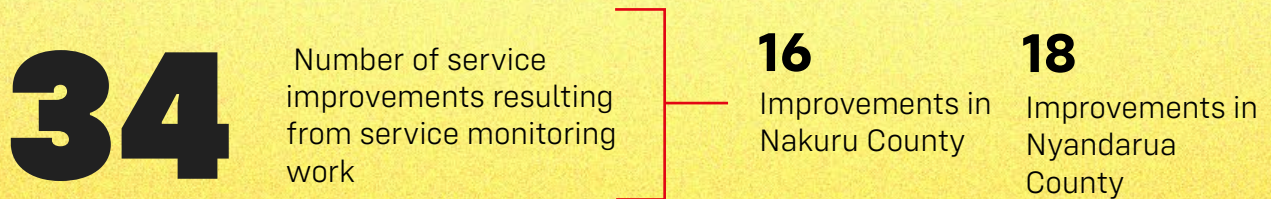
Issues identified in Nyandarua County



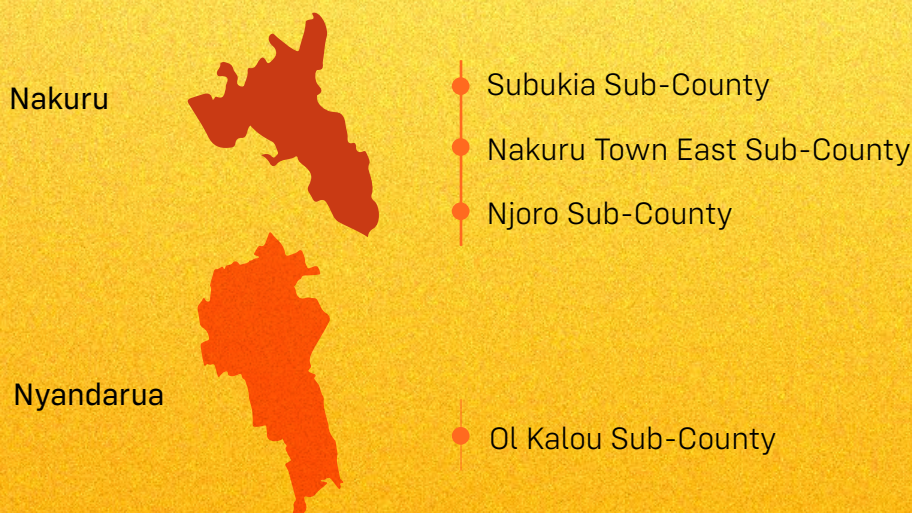
## > THE REACH



## > THE IMPACT



## > WHERE IT ALL HAPPENED





## ➤ IMPACT STORY

### How Citizens Championed Service Delivery Improvements in Health Facilities within Nakuru County



When CTL rolled out community meetings in preparation of service monitoring work in Njoro, Subukia and Nakuru Town East sub-counties, community users had many complaints about the quality of services being offered in their local health facilities.

In Subukia sub-county, Wei Dispensary users raised concerns over lack of lab services and maternity services despite the fact that the facility had a well-equipped lab and maternity. In Nakuru Town East, facility users experienced similar problems – Menengai Dispensary did not have a lab and a maternity. The lack of lab services in these services meant that facility users, particularly pregnant women or women in need of family planning services could not access services unless they took tests in other facilities.

The situation was dire in Subukia sub-county. According to the Wei Dispensary nurse-in-charge, pregnant women would be referred to Subukia sub-county hospital for ANC profiling prior to being registered for prenatal

services. But, very few would go for the test. For many, such a referral meant traveling for 10km for the test – which was an additional cost for them. As such, they retreated in their homes and never went back to the dispensary for prenatal clinics because they didn't have ANC profile tests. This contributed to rising numbers of home deliveries in Subukia sub-county Wasseges ward, an issue that the department of health was keen to unravel.

The situation was not entirely different in Menengai Dispensary. The lack of lab services in the facility meant that women in need of family planning services had to seek pregnancy tests elsewhere before they can access family planning services. According to the nurse-in-charge, few women come back for the service once they are referred. This increases the risk of unplanned pregnancies in Menengai Ward.

But the situation is changing after facility users in these facilities conducted a community scorecard. The communities in both facilities

highlighted the need for the government to prioritize lab and maternity services during interface meetings.

As a result of their intervention, the county government took actions to provide lab services in the two health facilities. In Wei dispensary where an equipped lab was available, the county department of health posted a lab technician to provide lab services. In Menengai dispensary construction of a lab was ongoing. The facility did not have a lab. Lab equipment had been kept in the store and the facility did not have a lab technician.

To address facility user's need for lab services, the department of health renovated one of the service rooms and converted it into a lab. The improvements made in the facilities have been received well by facility users. Mama Cecilia Bundotich, a member of Wei Dispensary's accountability cell says,

*"Sisi kama wakaazi wa Wei tunafurahi sana kwa mabadiliko ambayo tumeshuhudia katika dispensary yetu. Hivi sasa tunaweza pata huduma nzuri kuliko hapo awali, kabla ya kushiriki katika community scorecard. Tuona lab imeanza kufanya kazi baada ya serikali kuleta lab technician hapa. Hii mafunzo imefanya tukue na umoja wa kuwakilisha shida za dispensary yetu kwa wale wanaohusika. Hivi sasa mimi ninaambia watu watumie dispensary yetu ya Wei kwa kuwa kuna mabadiliko mengi."*

At Lare Health Center, Njoro sub-county, facility users raised concerns about ambulance services due to the long distance, which is over 20km, between the facility and the nearest referral facility, Njoro Sub-County hospital. Following the community scorecard dialogue meeting, the sub-county health management team initiated the process of making ambulance services available in the facility.

An ambulance driver has been posted to the facility and is awaiting delivery of the ambulance. This will ease community/facility users' access to transport and referral services in the event of complications that require further attention in higher facilities. The local community feels empowered to continue monitoring delivery of health facilities in the area as reflected by the comments made by one of Lare's accountability

cell member, Mr. Hamisi who says,

*"Ujuzi ambayo tumeweza kupata kutokana na kushiriki katika community scorecard ni ya muhimu sana kwa maana kuna huduma zingine za serekali ambazo tutaanza kulenga katika eneo letu la Lare ili tuweze kupata huduma bora."*

Besides supporting local communities to monitor health service delivery in their local facilities, CTL's work also created space for selected community representatives to engage the County Health Management Team (CHMT) during county level engagements. For those that participated, these engagements presented a unique opportunity. Mr. Geoffrey Kamau who is a retired teacher and a member of Menengai Dispensary accountability cell shared his experience of participating in the CHMT engagement meeting.

*"I never knew there was a way we, the community, can have structured dialogue with the highest level of health management in the County over services that are offered in our facility. I am glad to be here to represent Menengai dispensary facility users and I know the issues I have raised will be addressed. Indeed, the community scorecard has taught us that dialogue is an easier way to realize change because there is a common understanding between two parties."*

*"Since the interface meeting, we have seen a number of improvements in our facility and hope that County health officials will continue improving services in our facility. I can say here today that I feel confident walking in and out of the facility, not just to access services, but to observe how services are being offered,"* he said.

These improvements were realized following the support that CTL received from Uraia Trust to facilitate citizens to monitor delivery of health services in the three health facilities using community scorecards.



## Driving Citizen-Centered Development through Budget Advocacy



The constitution of Kenya gives citizens the right to participate in decision making processes, including budget making. However, public awareness of the budget processes - both the stages and the time when different budget activities happen - enables citizens to participate in the process meaningfully. During the 2019/20 period, CTL created a pool of community resource persons with budget skills and knowledge to mobilize and guide citizens on budget matters.

### > THE PROCESS

**10** | Number of Budget Champions Trained

**54** | Number of pre-budget meetings organized by Budget Champions

**3** | Number of financial years whose audit reports were analyzed

**178** | Number of Audit Queries Analyzed

### > THE REACH

**1641**

The number of citizens who engaged in the county budget making process

**8**

Number of Wards where pre-budget forums were conducted

**6**

Number of PAC/PIC members engaged over audit queries





**39**

Number of budget related civic actions taken by citizens

**4**

Number of sectors targeted by citizen actions

**23**

Number of citizen proposals incorporated in budget documents

**Kshs. 10 B**

Cumulative expenditure queried by the Auditor General

## > WHERE IT ALL HAPPENED

Nakuru



- Subukia Sub-County
- Nakuru Town East Sub-County
- Njoro Sub-County

Nyandarua



- Ol Kalou Sub-County
- Kipipiri Sub-County
- Ol-jororok Sub-County



## > THE IMPACT STORY

### Nyandarua County Government Enhances Budget Transparency, Avails Budget Documents Online

When CTL started working in Nyandarua County in October 2019, the plan was to enhance citizen participation in the budget making process. Our strategy was to build a pool of community resource persons who could mobilize citizens, sensitize them on the need to engage in that process and help them prepare adequately by prioritizing their needs in advance.

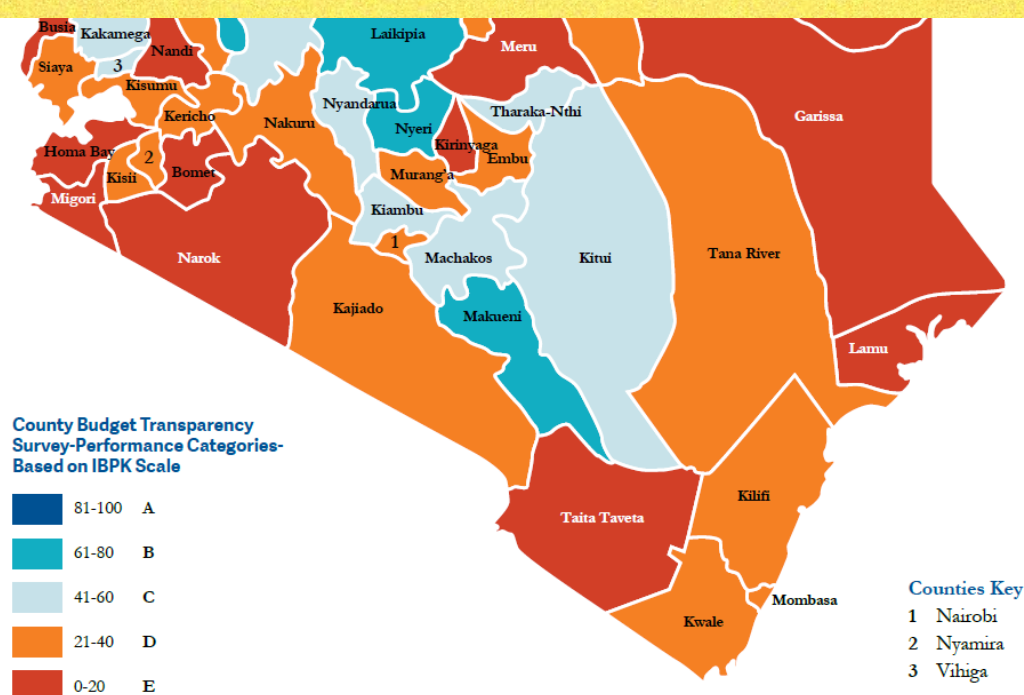
However, one challenge stood in the way of CTL's budget work - the lack of access to budget documents. The county executive was not uploading current budget documents at the time, despite acknowledging that they are public documents that citizens have a right to access.

This made access to budget documents a challenge, not just for civil society organizations, but also for citizens who wanted to engage in county budgeting meaningfully. Though the law is very clear about making such documents publicly available, the county government was not doing so.

CTL started its budget work in Nyandarua county by building rapport with the County Executive's Department of Finance and Economic Planning. This enabled the organization to not just consult the department on matters of budget and public participation, but also invite officers from the department to participate in budget training targeting the community.

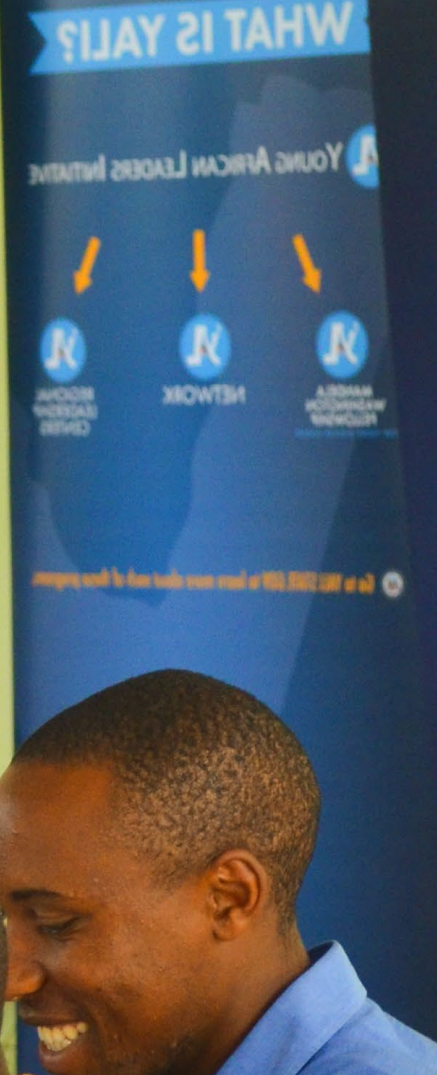
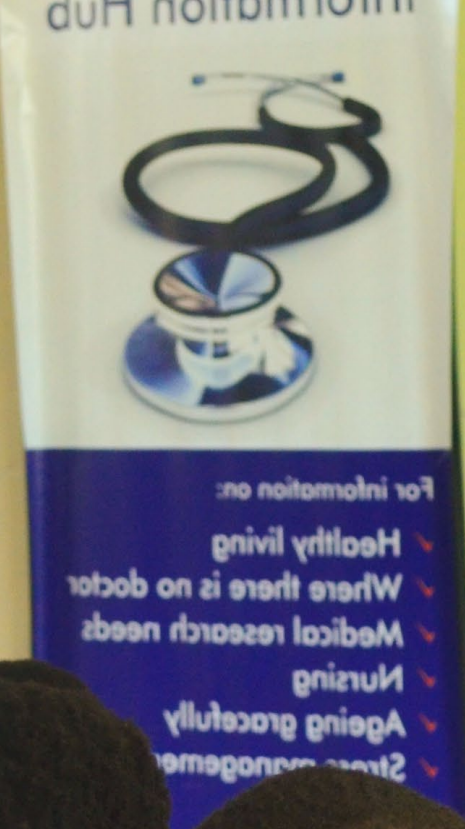
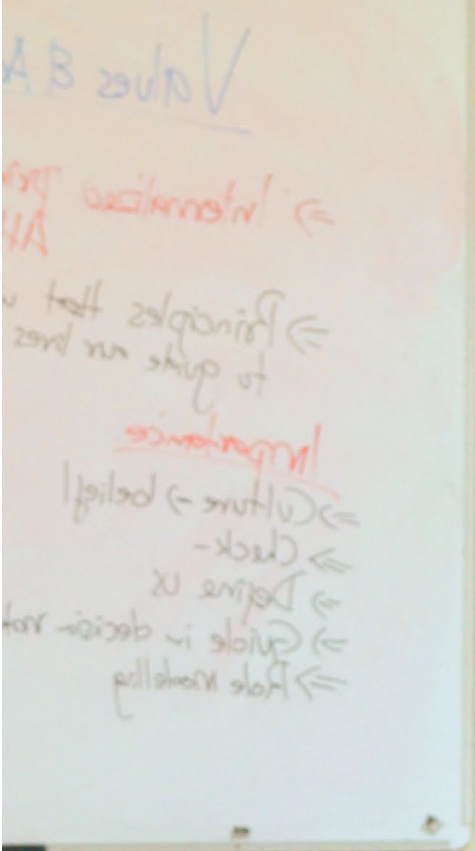
As a result of this collaboration, the department shared budget documents and began uploading them online to facilitate easy access by citizens and civil society organizations working in the county.

CTL also helped the department to boost public participation in the budget making, a challenge that the department had shared with CTL during the rapport building phase. CTL sensitized citizens about the budget process and the importance of participating, enabling over 1000 of them to engage in the process through submission of memorandums.



(County Transparency Survey by IBPK 2020)









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