

2016/2017 ANNUAL REPORT



Center for
Transformational
Leadership
liberating the leaders within

Executive Director's Message



2016/17 was an interesting year for Center for Transformational Leadership (CTL).

As an organization, we are keen and committed to deliver results that improve the lives of our target audience through our leadership, democracy and governance work.

This annual report describes how we continued to pursue our mandate of strengthening communities to effect positive change. It highlights how CTL is helping citizens to improve their lives by developing their leadership skills, increasing their civic awareness and strengthening their capacity to engage in governance processes.

In this report, you'll realize how civic awareness and social accountability are enabling citizens to influence decision making at county level for improved service delivery. The story of changes that occurred in vocational training facilities as a result of constructive feedback from citizens through a social audit process gives us hope that indeed the quality of life for citizens can be improved when citizens understand their rights and play their role effectively.

The feedback from beneficiaries of our Ignite Leadership Program further amplifies the transformation that can happen in young people if leadership training is advanced to them. We welcome to celebrate the journey we took this year, we hope you get inspired by what you see.

Warm Regards,

Bancy Kubutha
Executive Director – CTL

Our Vision

A society that upholds values of good governance

Our Mission

To empower individuals and communities to effect positive change in society

Our Partners:



Words: Daniel Wesangula | **Content:** Bancy Kubutha and Peter Rono | **Graphics:** Benson Wanjau



OUR WORK IN 2016/2017

DEMOCRACY

- Voter Education
- Voter Registration and Verification
- Voter Simulation Exercises



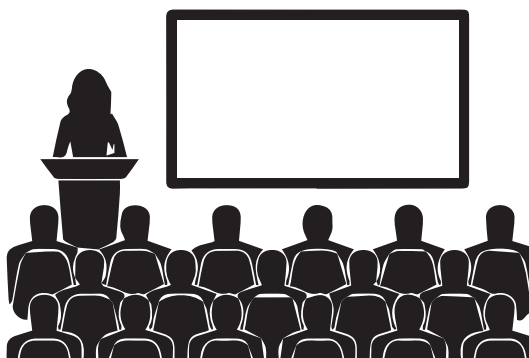
GOVERNANCE

- Civic Education
- Participatory Budgeting
- Public Service Monitoring



LEADERSHIP DEVELOPMENT

- Leadership Training
- Youth Mentorship





DEMOCRACY PILLAR

Democracy in motion

Our work in Advancing Democratic Participation in Nakuru County

In 2016/17, our country was gearing up for a general election. This was an exciting time for us as an organization and for the country as well for two critical reasons. First being the fact that this was only the second general election conducted under the 2010 Constitution. Secondly, these elections were coming a decade after Kenya experienced the 2007/8 post-election violence that midwived the 2010 Constitution. As such, CTL considered it important to educate citizens on the democratic rights embedded in the constitution and what significance that has in terms of citizens influencing political decisions both at county and national levels.

Voter Education

Through our Democracy Pillar, we rolled out voter education activities across the county with the sole aim of increasing citizen participation in the 2017 general elections. Our staff sought to unpack Chapter 1 of the Kenya Constitution to citizens for purposes of encouraging citizens to exercise their sovereign power directly during elections. While making citizens aware of the sovereign power bestowed on them by the Constitution, we were aware that the exercise of this power can only happen as specified by the law. As such our election-related activities were geared towards preparing

citizens to cast their vote in a manner that will make their voice heard.

Voter Registration and Verification

To exercise their democratic right at the ballot, Kenya's law requires one to be a registered voter. We worked with the Independent Electoral and Boundaries Commission (IEBC) to mobilize citizens to not only register as voters during mass registration campaigns, but to also verify their registration status with the commission ahead of the general elections. We felt this was a critical in ensuring as many citizens as possible make their voice heard by participating in the August 8, 2017 general elections.

Voter Simulation Exercises

Kenya's election is designed in a way that citizens get to vote in 6 elections at a go. As such, errors are bound to happen. Common errors include placing ballot papers in the wrong ballot boxes or marking ballot papers wrongly. As such, CTL felt the need to sensitize citizens, particularly youth who were first time voters, about the voting process and there was no better way of doing this than conducting simulation exercises. Collectively, we conducted 8 simulation exercises in different parts of the county.

OUR DEMOCRACY WORK IN NUMBERS

8497

Citizens reached with Voter Education

2241

Citizens verified Registration Status with IEBC

557

Citizens participated in Voter Simulation Exercises



HOW WE DID IT

20

Voter Education Sessions

10

Theatre Plays



5

Hakikisha Road Shows



8

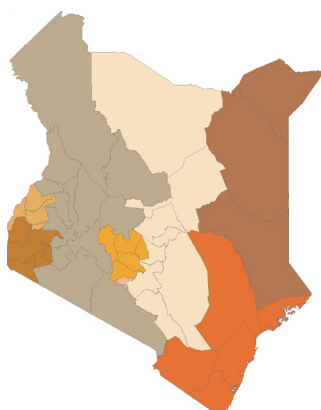
Voter Simulation Exercises

278

Social Media Messages



WHERE WE DID IT



- NJORO
- MOLO
- KURESOI NORTH

- KURESOI SOUTH
- NAKURU TOWN EAST
- NAIVASHA

Advancing Good Governance

How our work is Giving Meaning to Public Participation

To us, governance matters because it determines how governments serve their people. It is at the heart of service delivery because the way government exercises power determines whether citizens access quality services or not. At the core of good governance is public participation and during this year, our governance work focused on giving meaning to participation the people and helping citizens make public resources count. Participation of the people in governance processes is an underlying principle of the Kenya constitution. As an organization, we believe that the quality of public participation is determined by how well citizens are informed about civic issues. In 2016/17, we adopted a three-pronged approach to advancing good governance through public participation. These are civic education, participatory budget & planning and service monitoring.

Civic Education

Our team of 12 civic educators delivered quality civic education on devolution, representation of the people, sovereignty of the people and public participation to 12,005 citizens throughout the year. The purpose of this civic education was to enhance citizen awareness of their rights and responsibilities as provided for in the constitution so that they can hold duty bearers to account for delivery of quality services. As a result, 10% of those reached with civic education were able to take actions related to engagements with duty bearers and access to information.

Participatory Budgeting

This year, we created and capacity build a team of 16 budget champions on the public budget making process. As a result of this, the team was able to conduct community meetings to help citizens prioritize their needs and

package their budget proposals in memorandums ahead of public budget forums. These activities led to participation of 656 citizens in county budget forums and submission of memorandums by citizens during the forums. Further, citizens submitted petitions to the County Assembly Budget Committee during budget validation forums. As a result our interventions, 40% of projects proposed by citizens were captured in Nakuru County 2016/17 budget estimates valued at Kshs. 59.5 million.

Service Monitoring

Our service monitoring work utilized two key social accountability tools namely social audits and community scorecards. We invested time and money in building the capacity of one 30-member accountability cell and 20 social auditors to monitor service delivery in health and education sectors. As a result, these teams were able to monitor service delivery in 8 facilities, 4 level 4 hospitals and 4 polytechnics. This work provided valuable feedback to duty bearers in the two departments and caused them to undertake more than 10 improvements in the facilities. Their actions addressed gaps in a staffing, equipping and condition of infrastructure among others in the facilities as highlighted in the infographs of the next page.

In the coming year, CTL will continue with efforts promote good governance through civic education, promoting public participation and strengthening citizen oversight for purposes of improving service delivery and enhancing accountability in management of public affairs.



OUR GOVERNANCE WORK IN NUMBERS

1. CIVIC EDUCATION

Sustained Civic Education

12 Civic educators trained and facilitated

12,005

Citizens acquired quality civic education (6127 female, 5878 male, 5295 youth and 147 PWDs)

48 Civic actions taken by citizens

8 Actions taken by duty bearers in response to citizen demands

Mass Civic Education

38,427 citizens acquire basic civic knowledge

53 Articles published Online

180 Comments on published articles

4 Radio Sessions

2. PARTICIPATORY SERVICE MONITORING

2 Social accountability tools used to monitor service delivery

1 Accountability cell established

20 Social auditors trained

2 Services in 2 Sectors monitored

8 Facilities audited

568 citizens monitored service delivery

10+ Improvements made in facilities where services were monitored

RESULTS

Mogotio Level 4 Hospital

1 Sanitation block constructed

13 Nurses, 4 Clinical Officers and 1 Hospital Administrator posted

13 beds, 1 wheel chair and 1 dental chair availed

- Renovation works undertaken in facility

Langa Langa Level 4 Hospital

1 Clinical Officer and 1 Nurse posted

- Culture and TB diagnosis machines acquired

Nakuru Polytechnic

17 New computers installed in the computer lab

- Stalled construction works on new classrooms resumed
- Makeshift bathrooms renovated
- School uniform changed to make them attractive for youth



3. PARTICIPATORY BUDGETING AND PLANNING

10 budget champions trained on budget documents and county plans

8 petitions submitted by citizens to County Assembly Budget Committee during budget validation

656 citizens mobilized to engage in county budget making process

40% of projects proposed by citizens captured in Nakuru County 2016/17 budget estimates

14 memorandums submitted by citizens during budget forums

Ksh.59.5million

The value of in projects included in budget estimates as a result of citizen action

WHERE WE DID IT

4
SUB-COUNTIES:

- NAKURU TOWN EAST
- MOLO
- RONGAI
- NJORO



SUCCESS STORY

Improving **Vocational Training Services** through Social Audit

The quality of vocational training services has remained poor for a long time due to low, and in some instances, poor inputs in terms of staffing, equipment and infrastructure. In 2016/17, we set out to address this problem as part of our youth empowerment work. We used the social accountability approach to identify critical areas that the government needed to focus on to improve the quality of training services for youth.

With funding from URAIA Trust, our intervention started with training a team of 20 social auditors. This was critical in helping them to understand the concept of social accountability and the tools used in exerting accountability. Our tool of choice for this work was social audit. The training enabled the social audit team to visit 4 vocational training facilities (Nakuru, Njoro, Rongai and Kware Kapkwen polytechnics) and gather information relating to infrastructure,

equipping and staffing of the facilities. The information was analyzed and presented to citizens, facility management and government representatives at sub-county level for validation. The social audit exercise revealed that vocational training facilities were grappling with inadequate infrastructure, poor condition of existing facilities, inadequate and demotivated staff, inadequate, non-functional and in some instances, obsolete equipment among others.

These findings were shared with duty bearers in the education sector during a public engagement meeting. As a result, several improvements were made in some of the vocational training facilities. In Nakuru Polytechnic, construction of a storey building intended to house workshops and classrooms that had stalled for over two months resumed. The management of the facility adopted a new uniform design that students are proud of. At the time of the social

audit, boarding students were using a makeshift bathroom whose condition was poor, having no doors and roof. The computer lab had not been set up, there were 12 old non-functional computers stacked on a table in the middle of the room. In the fashion and design department, only 5 sewing machines out of the 25 available were working. This forced students to take turns in using sewing machines during practicals and examinations.

Though the facility is yet to construct new bathrooms, the makeshift ones have been improved and fitted with new doors and a roof. The institution has since set up working stations in the computer lab and substituted old computers with 11 new ones. Further, the management in the facility has serviced all the 25 sewing machines in the fashion and design department and students no longer have to queue waiting to access machines in turns.

Mr. Solomon Muli the principal in Nakuru Polytechnic says, "The positive changes taking place in this polytechnic have made it more appealing to the youth. We have had more students enrolling and we are pleased that youth who dropped out of school for various reasons will make something out of themselves".

In Kware Kapkwen, students who had enrolled for welding courses could not take practical lessons because the two-phase electricity grid

connection in the facility could not support the welding machine available that requires use a tri-phase power connection. After the social audit, the institution had the welding machine adjusted to use a two-phase connection, enabling students to take practical lessons. The facility has also acquired 15 additional computers for use by students in the computer lab.

According to Vincent Tanui, a student in Kware Kapkwen, these improvements have enhanced the quality of training services students receive in the polytechnic.

"The skills we are getting in our school have improved. I was able to use a welding machine in December 2017 since I joined the welding class in August 2017. For a course like mine, practicals are important because they allow us to get a feel of the equipment and know how to control it. I am starting to feel more confident and I will be able to start my own business after I complete this course," he says.

We have learnt that by empowering citizens to provide duty bearers with evidence on what needs to be improved in public facilities, they are able to influence decision making at different levels. We will continue to strengthen the capacity of citizen to organize and give feedback to duty bearers in order to improve the quality of service delivery in different sectors in the coming year.



Training of Social Auditors on Social Audit Process.



LEADERSHIP PILLAR

Ignite Leadership Program:

How we are Shaping Youth for Better Leadership Tomorrow

Leadership is at the heart of the work we do, it is what give us the impetus to want to influence the status quo and create a better society. This year, we crafted a youth focused 3-month comprehensive leadership training dubbed Ignite Leadership Program (ILP). The program was inspired by the need to mentor youth so they not only acquire leadership skills but also apply those skills in their day to day lives.

As such, we created a workbook and divided the leadership content into 4 key modules namely knowing self, leading self, knowing others and leading others. Students cover up to 7 topics under each module in highly interactive sessions that provide them opportunities to draw learning through experiential, teach pieces, discussions and brainstorming. In 2016/17, we had 97 youth complete the ILP program.

OUR LEADERSHIP WORK IN NUMBERS

1

Youth Leadership Curriculum

4

Training Modules

21

Topics in total

12

Weeks – Time required to complete ILP Program

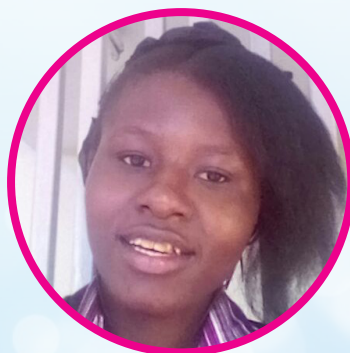
97

No. of Youth who completed ILP Program



Transformational Results

The program enabled participants to gain a wide array of leadership skills including better understanding of self, clear their vision, values and a positive attitude. They sharpened their soft skills including, planning and decision making skills. Here is what some ILP participants had to say:



VELINDA AMOLO

"I've learnt to be true to myself. I realize that I don't always have to do stuff that pleases others when I am hurting inside. ILP has taught me to use my values to guide my decisions and not to limit myself and the abilities I have. It has broadened my mind and now I realize I have to stretch myself and have a bigger goal."

VERONICA MWANGI



"ILP has taught me to develop goals and break them down to steps that I can work on every day to achieve what I want. I am now able to prioritize what I need to do and make decisions based on what I want to achieve."



JOSHUA KOECH

"The program taught to me how to organize my work, reflect and create a better tomorrow for myself. Before enrolling for this program, I never used to plan my time or even my life. Now I have realized that through values, I can change bad behavior. The program has challenged me to create new ideas, even to think of how to diversify my income sources."

Breaking Bread

Our Reason for Pressing Forward

The year 2016/ 2017 had its challenges, but by sticking to our key mandate of strengthening local communities to effect positive change, we were able to establish long term relationships and carry through impactful programmes that shaped our narratives on governance, democracy and leadership in a year that was characterized by heightened political activities. These relationships and the change we witnessed give us a reason to press forward.

As a result of our interventions, Nakuru recorded an average change of 55% in civic awareness levels, from 19% to 74%. This was a remarkable change. Most importantly, there were notable changes in perception and attitude among citizens. In the dusty town of Rongai, some 60 odd kilometres from Nakuru Town, members of Kimangu Fellowship Group had for years bore the weight of misconceptions prior to participating in CTL's civic education activities. Almost all of them were under the impression that elected leaders are all powerful and that it was not the place of the voters to question them.

They did not know that the Constitution has bestowed sovereign power upon the citizens. However, after learning about the sovereignty of the people, their attitude changed and they realized that power

lies with the people and that one way of exercising that power responsibly is to hold elected leaders to account.

"It is amazing to know that as community members we can even summon our elected leaders for meetings and ask them questions on matters that are important to us. All along I thought they were so powerful and could not be reached by ordinary citizens," Mariam, a member of the group said.

Awareness transcended the understanding of the population's role in governance as perceptions shifted on the role of citizens in fiscal matters of the county. Residents began to understand why they need to be part of the budget making process now and in future. We are noting an increased understanding among citizens that we reached with our interventions that this is where decisions, whether good or bad are made. Citizens are also getting to understand how critical public participation is to their collective futures.

Besides these successes, the year was not devoid of lessons. It did offer key lessons that will inform our future programming. One such lesson is the fact that different demographics have different preferred methods of receiving information. Those in an urban setting prefer the high octane actions as opposed to drama skits that appeal more to the patience of a rural populations.



19%-74%

Average change in civic awareness recorded in Nakuru as a result of key interventions.



Contact Us

Center for Transformational Leadership
Section 58 Off Oginga Odinga Rd
Near AGC Lakeview Church Opp Section 58
info@ctl-kenya.org
+254727920220 | +254786988484
www.goleadkenya.com
www.ctl-kenya.org