

Annual Report 2017

Our purpose is to create a world where people living in violence and poverty move to peace and prosperity.



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Welcome

Dear reader,

Creating impact in a challenging context. Due to the protracted general elections, 2017 was a difficult year in terms of social cohesion and tolerance in Kenya. Polarisation along political and ethnic lines with an increasing economic gap between rich and poor led to many cases of political, criminal, and sexualized violence. Despite these challenges, Pamoja made tremendous achievements. We trained and accompanied over 6,000 women, men, youth, religious and political leaders, government and security officers to solve problems in their communities related to violence, community security, and lack of economic opportunities. Yet, much more needs to be done in order to reduce violence, inequality, economic disparity.

Meeting the increasing demands on quality management and results measurement. In the past year, Pamoja has achieved a new level of organisational maturity. As a learning organization, we are driven by quality, efficiency and effectiveness in serving communities and delivering the impact our projects have. Our staff have been working on building a solid monitoring and results measurement system into all projects, using standardized qualitative and quantitative indicators to measure success.

The impact of the Sustainable Development Goals (SDGs) on Pamoja. A peaceful world free from hunger, poverty and inequality and an environmentally sound global economy with decent working conditions for all. As a universal reference framework, the SDGs are probably the most ambitious undertaking the international community has ever embarked on. Already in 2015 Pamoja was among the civil society organizations actively engaged in the negotiation process. We lobbied for peace, justice and strong institutions to be included as a stand-alone goal in the SDGs – which is now reflected in SDG Goal 16. We align our programs

to the SDGs and are actively participating in learning networks promoting SDGs in Kenya and across East and Horn of Africa.

Our objectives for the next years: Achieving greater systemic change. After a year of rapid growth, both financially and in terms of program scale, Pamoja has clearly defined its strategic niche. We have developed a Strategic Plan 2018-2020 and will invest in three priority areas: Firstly, our programmatic priorities will continue in the area of violence against women and girls, deepening peace and cohesion in a diverse society and entrepreneurial skills and business development. Secondly, we strive to provide high quality of project implementation, demonstrating the impact of our work by providing robust monitoring data. Thirdly, we focus on increasing partnerships and working in collaboration with other like-minded partners to increase the impact of our work.

For this, we need the support of people who believe in our work. Without the backing of the donors, supporters and our committed staff, this would not be possible. Our heartfelt thanks to our dedicated partners, donors and staff who walk with us on the path towards a just, peaceful and prosperous world.

We say thank you!



Hezron Masitsa Chairperson



Stephen Kadenyo Executive Director



Our Approach

CONTEXT

Kenya is a country of contrasts. It is East Africa's largest economy and regional hub for innovation. In 2015, the country became a lower middle-income country. Yet, large sectors of the population, particularly the rural and urban poor, ethnic minorities and the many female-headed households, are not equally benefitting from the economic growth. Kenya remains one of the most unequal societies in sub-Sahara Africa with a youth unemployment rate of 35%.

The country is affected by violent and complicated conflicts. Ethnic, religious and political tensions, combined with conflicts related to elections, land ownership, and sharing and distribution of resources incite violence. Justice for past political violence remains unresolved, hindering reconciliation between ethnic communities and trust in state services.

There are deeply entrenched regional disparities within the national borders. The coastal Kilifi and Kwale counties are among the most marginalized, unequal and poorest areas in Kenya. In Western Kenya, approximately 45% of the population live below the poverty line and the region is affected by a history of pronounced incidents of political and ethnic violence.

MISSION

Pamoja for Transformation serves communities affected by conflict with resources and tools to move from crisis and poverty to peace and development.

OUR STRATEGY

Partnering for impact

We bring people together across divides to find sustainable solutions to overcome violence and poverty. We work with a wide range of partners at all levels of society, including the national and county government, the police, civil society organisations, grassroots communities, religious and business leaders and council of elders.

Supporting community-led change

We support and empower local communities to drive social change and implement their own solutions, because communities are the best agents of their own change. We invest in and strengthen community systems and structures to drive and sustain home-grown solutions.

A holistic approach to peace and development

We promote holistic approaches that link peace and violence transformation with development to effectively address the underlying drivers and root causes of violence and poverty. We acknowledge the interconnectedness of issues and endeavour to bridge all gaps through linkages.

PROGRAM AREAS



Community Safety & Cohesion

We work with communities and leaders of rival groups to build peace across division. We bring competing parties together, provide dialogue and mediation platforms and safe spaces for victims and perpetrators.



Governance & Participation

We promote and advocate for the inclusion of citizens in democratic processes through civil education, access to information and networking to create more positive and responsive relationships between citizens and state authorities.



Gender & Empowerment

We challenge gender norms that undermine human dignity and drive conflicts. We work with partners on issues related to sexual and domestic violence, Female Genital Mutilation (FGM) and increasing women participation in peace processes.



Skills & Enterprise Development

We provide poor and marginalized women and youth with the knowledge, skills, capital, and networks to expand their business, boost their income, create employment opportunities for others, and participate in household and community decision-making.



Achievements

This is what Pamoja achieved in 2017:



6'329

women, men, and young people participated in Pamoja's conflict transformation, violence mitigation, and economic empowerment programs.



1'269

girls, boys, teachers, parents, health staff and police officers participated in programs to address gender-based violence and established child-friendly referral and reporting systems for child abuse cases.



4'781

civil, private and state actors attended our courses and dialogue platforms at which they learned about civil rights and duties, electoral processes, democracy, non-violent communication and mediation.



262

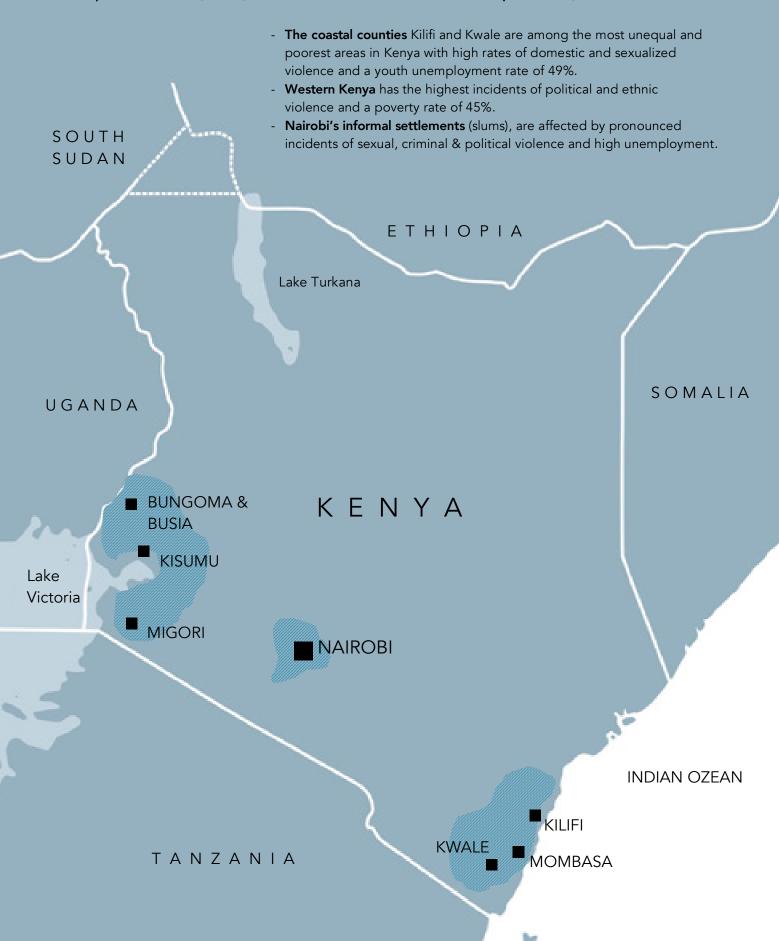
women and youth who completed our Skills and Enterprise Development program have better business, finance and communication skills.



> 2 million

people reached through radio talk shows and dissemination of educational information material to stop gender-based violence, election-violence as well as political, ethnic and community violence.

Projects in three regions in Kenya with particularly high rates of violence and poverty



Project Overview

In 2017, we trained and advised over 6'300 local women and men in Kenya to solve problems in their communities related to violence, community security, and lack of economic opportunities.

We worked on five projects in rural and urban areas at the Coast, in Western and Nairobi. We attached particular importance to training and skills development in the areas of civic rights and duties, electoral processes, as well as business development. All projects contributed to the goal of reducing disparities and improving the safety and socio-economic situation of disadvantaged communities.



Prevention of Violence Against Women & Girls (VAWG)

Kilifi County

Partner: Coffey International, Jamii Thabiti

Donor: UK Department for International Development - DFID



Improving Community Safety and Cohesion

Kisumu County Partner: Act!

Donor: Danish International Development Agency - DANIDA



Building Effective Responses for Peaceful Elections

Migori, Nairobi

Partner: Saferworld, Development Alternatives Inc. - DAI Donor: UK Department for International Development - DFID



Credible & Peaceful Elections: Our Responsibility

Kisumu, Busia, Bungoma

Partner: Act!, IFES

Donor: DANIDA, USAID



Skills and Enterprise Development

Kisumu, Migori, Siaya, Kilifi, Kwale, Nairobi

Donors: LED Liechtenstein Development Service; foundations, institutions and individuals in Liechtenstein and Switzerland



Prevention of Violence Against Women and Girls (VAWG)

KEY FACTS

Region: Kilifi County, Coast

Period: July 2016 – December 2017

Partner: Coffey International Development

Donor: UK Department for International De-

velopment - DFID

CONTEXT

The coast battles with high rates of sexual and domestic violence as well as retrogressive cultural practices, such as "disco funerals" and child marriage. Poverty, sex tourism and child labour are wide spread. Police gender desks and social service providers are ill-equipped and overburdened.

PROJECT AIM

Increased safety for women and girls.

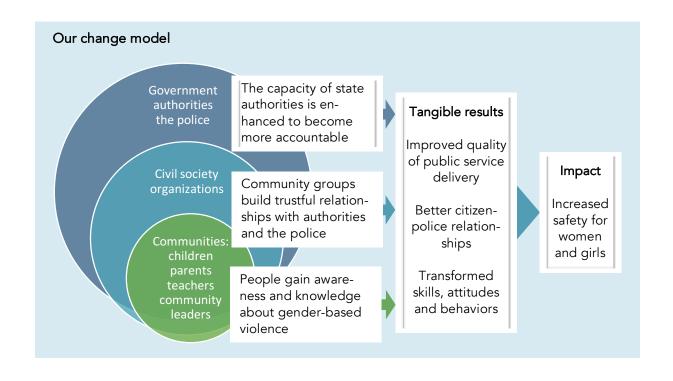
APPROACH

The project fostered collaboration between schools, the police, health and legal service

providers and community leaders. It trained community and religious leaders as mentors in violence prevention. The project empowered men and boys to strategically engage in mitigating violence against women.

ACHIEVEMENTS 2017

- 1'269 children, teachers, parents, community members and police officers were trained and sensitized about gender-based violence.
- Multi-stakeholder forums with 35 participating institutions were facilitated to foster coordinated response to violence.
- 5 schools established safe space childfriendly reporting and referral mechanisms with the police and social services.
- More cases of violence were reported to the police and handled successfully as a direct result of the trainings.
- A male only platform was established to debate and redefine gender norms.





Improving Community Safety & Cohesion

KEY FACTS

Region: Kisumu County

Period: December 2016 – May 2018
Partner: Act Change Transform (ACT!)
Donor: Danish International Development

Agency - DANIDA

CONTEXT

In Kisumu county, the large numbers of unemployed youth lack access to economic opportunities as well as opportunities to participate in dialogue on issues affecting their communities. This has often resulted in violence and crimes, especially during election times. Young people are often manipulated and hired by politicians to intimidate their rivals and cause violence. Women remain largely excluded from playing an active role in conflict resolution processes.

PROJECT AIM

Reduce violent gang activities and violent extremism to enhance community safety. Enhance communication, collaboration and trust between the police, the county government, local politicians, the civil society and youth at risk of violence and crime.

APPROACH

Multi-stakeholder dialogue forums and trainings aimed at strengthening positive collaboration between state and non-state actors so that authorities become more accountable and effective in responding to violence.

Communities, civil society organisations, private actors and youth at-risk are enabled to constructively and non-violently participate in political processes and issues affecting their lives.

ACHIEVEMENTS 2017

- 1'288 representatives from the national and county government, the police, the Council of Elders, the media, as well as religious, youth and civil society leaders attended a series of networking and problem-solving forums.
- Increased levels of trust and confidence between police and youth at risk groups leading to increased violence and crime reporting.
- 25 women were trained in mediation and became actively involved in mitigating land conflicts and political incitement.

Boda Boda taxi drivers renounce violence & engage in peace work

The associations of motorcyclist taxi riders (Boda Boda riders) are the most important networks of everyday mobility in rural areas. They emerged as a powerful criminal force and ready networks for mobilization of political violence. We successfully trained boda boda leaders and empowered them to renounce violence, involved in peace work and employment programs.





Building Effective Response for Peaceful Flections

KFY FACTS

Theme: Electoral Violence Prevention Region: Migori County, Nairobi Period: July 2016 – Dec. 2017

Partner: Saferworld, DAI

Donor: UK Department for International

Development - DFID

CONTEXT

Migori and Nairobi have a history of heightened electoral violence resulting in death, displacement and destruction of property.

There is limited coordination between the police and civic peace actors for effective response to violence.

PROJECT AIM

The project aimed at reducing the potential of violence before, during and after the volatile Kenyan general elections 2017 through strengthening local institutions, including the Council of Elders, local administrators, community and religious leaders.

STRATEGY

The three-fold approach involved:

- The establishment of a community-based Early Warning & Early Response Team;
- Community awareness activities on electoral procedures, and
- A media awareness raising campaign.

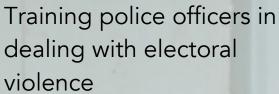
ACHIEVEMENTS 2017

- A multi-stakeholder Early Warning & Response Team was established. 46 local monitors across the county are deployed and continually document, analyse and report conflicts with violent potential.
- 210 decision-makers and community members participated in community forums and town hall debates and learned about electoral laws and procedures.
- A peace advocacy campaign via community radio talks reached 350'000 people.
- Increased coordination between civil society, national government and police and the county government.

Community-based Conflict Early Warning & Early Response Team

The project established and facilitated a local network of 46 conflict monitors and equipped them with the knowledge and skills to identify, analyse and respond to first signs of violent conflicts. The conflict monitors also learned how to monitor emerging hotspots and report through an SMS and online system.







Credible and Peaceful Election: Our Responsibility

KEY FACTS

Region: Bungoma County, Busia County

Period: July-December 2017

Partner: Act!, International Foundation for

Electoral Systems IFES

Donor: DANIDA, USAID

CONTEXT

Minority communities, such as the Teso and Sabaot, perceive that they are being excluded from county governments, both in the Assembly and Executive.

Given the high unemployment rate and lack of economic opportunities, youth are vulnerable to criminal violence and political manipulation, in particular during election times.

PROJECT AIM

Promote tolerance and cohesion among majority and minority communities in Bungoma and Busia County. Prevent and resolve electoral violence by strengthening the resilience of youth at risk, the Councils of Elders, and other civic, private and state key actors.

STRATEGY

The project facilitated problem solving dialogue between the Councils of Elders and

minority communities, as well as community security meetings between the police and youth at-risk. Consultative meetings were held between the civil society, political and religious leaders on the need to restrain from propagating ethno-political violence.

ACHIEVEMENTS 2017

- A total of 576 representatives from civil society, the police and the private sector attended dialogue and community security forums to increase collaboration and effective response to violence.
- The Bukusu, Teso and Sabaot Council of Elders successfully lobbied for the inclusion of all minority communities as members of the County Executive Committee (CECs) in Bungoma County.
- Youth at-risk and police officers in Bungoma County, demonstrated more trustful and non-violent behaviours towards each other.
 For instance, the "boda boda" youth shared information on impending violent demonstrations and police responded on time. The "boda boda" youth were not involved in violent demonstrations.



Like an onion, a conflict has many layers of complexity

Community training on conflict transformation related to election violence in Bungoma.



Skills & Enterprise Development

KEY FACTS

Region: Western, Coast, Central Kenya

Period: Jan. 2016 - Dec. 2017

Donors: atDta Foundation, Christian Martin

Foundation, LED Liechtenstein Development Service, Mariano Foundation, Tarom Foundation, associations and individuals

CONTEXT

Deepening income inequality and entrenched regional disparities hinder inclusive economic growth. Youth unemployment rate in Kenya averages at 35%. Poor women and youth lack skills and access to capital and markets to grow a business and create jobs.

PROJECT AIM

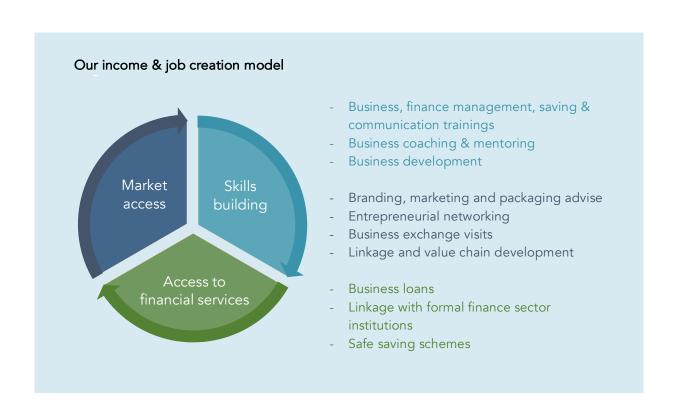
Poor women and young people are enabled to grow their existing small businesses, raise their income, build a livelihood for themselves and their families, and create employment opportunities for others.

STRATEGY

The project provided women and young people with the business skills, networks, capital and self-confidence they need to run sustainable, income-earning businesses.

ACHIEVEMENT 2017

- 262 women and youth attended trainings and coaching sessions at which they learned about business and financial management, marketing, and communication.
- 38 small enterprises, farms and production sites received loans for business expansion.
- 95% business loan repayment rate.
- 32 stable new full-time jobs were created.
- 85% of women report more effective financial management within business and at home.
- Women business owners and employees report increased joint financial decisionmaking at household level.



Finances

Consolidated financial figures

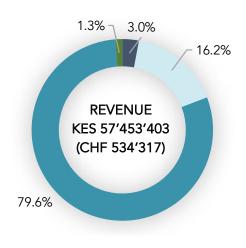
We deliver all projects through Pamoja for Transformation Trust Kenya, a registered non-profit organization in Kenya. Our revenue comes from grants, donations and other income, such as consultancies and service charge. Pamoja's consolidated overall expenses (Pamoja-Kenya and Pamoja-Liechtenstein) are classified in program services, fundraising and administrative expenses. The cost structure and apportionment of administrative, fundraising, and program expenses are guided by the ZEWO Foundation methods, the certification body for Swiss charities. Both income and expenditure showed a significant increase in 2017. While revenue rose by 403% to KES 57'453'403 (CHF 534'317), expenditure rose by 483% to KES 48'293'197 (CHF 449'127). The year 2017 witnesses a surplus of KES 9'160'206 (CHF 85'189). Compensation for both Governing Board members in Kenya and Liechtenstein totalled KES / CHF 0.-.

Separated financial statements

Pamoja's 2017 Annual Financial Statements for Kenya has been prepared in accordance with official Kenyan accounting standards. The Financial Statements for Liechtenstein has been prepared in accordance with Liechtenstein financial accounting principles. Both are shown here as separate financial statements. In Kenya, Ronalds & Associates, Certified Public Accountants, audited the accounts and the financial statements and has approved them. In Liechtenstein, the accounts and the financial statements were audited and approved by Presenta Treuhand- und Verwaltungs-Anstalt, Vaduz. Copies of both audited financial statements are available on www.pamoja-transformation.org.

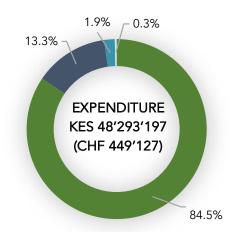
FINANCIAL FIGURES (CONSOLIDATED)

Source of funds



- Kenyan-based European donors
- Liechtenstein & Swiss-based foundations & institutions
- Other income: service fees & consultancies
- Private Individuals & associations

Use of funds



- Direct program expenses
- Program coordination & support, head office Kenya
- Fundraising, head office Kenya
- Administration & fundraising, office Liechtenstein

PAMOJA KENYA

For the year ended 31st December 2017, in Kenyan Schillings (KES)

Balance Sheet

Profit and Loss Account

	2017 in KES	2016 in KES		2017 in KES	2016 in KES
ASSETS	III KLS	III KLS	INCOME	In KES	IN KES
Non-current assets			Contributions & grants		
Property, plant & equipment	1'625'401	950'182	Institutions, individual giving	55'588'418	11'577'120
Total non-current assets	1'625'401	950'182	Other income	33 300 410	11 377 120
Current assets			Interest income	1′609′729	140′000
Trade and other receivables	3'307'843	1'052'853	Service fees	104′969	4′204
Cash and cash equivalents	49'831	3'244'884	Grants disbursed & repaid	104 707	-346′750
Total current assets	-	0	Total income	57'303'115	11'374'574
Total assets	3'258'012	5'247'919	rour meeme	07 000 110	11074074
			EXPENSES		
LIABILITIES AND EQUITIES			Staff costs	7'081'900	2'648'178
Equity & liabilities			Direct project costs	34'229'448	3'711'468
Trust capital	1'000	1'000	Administrative expenses	4'366'820	962'281
Accumulated funds	13'762'619	4'601'413	Other operating expense	2'310'439	729'655
Total equity & liabilities	13'762'619	4'601'413	Donations	110'000	204'650
Current liabilities			Finance costs	44'302	18'097
Trade and other payables	281'000	640'506	Total expenses	48'142'909	8'274'329
Loans from directors	-	5'000	,		
Total current liabilities	281'000	645'506	SURPLUS - end of year	9'160'206	3'100'245
Total liabilities & equities	14'043'619	5'247'9191	,		

PAMOJA LIECHTENSTEIN

For the year ended 31st December 2017, in Swiss Francs (CHF)

Profit & Loss Account

Balance Sneet			Profit & Loss Account		
	2017	2016		2017	2016
	in CHF	in CHF		in CHF	in CHF
ASSETS			INCOME		
Current assets			Donations		
Bank account	4'853	2'875	Foundations	93′392	83'655
Cash and cash equivalents	4′853	2′875	Municipalities	5′000	-
Total current assets	4'853	2′875	Associations	3′000	3′000
Total assets	4′853	2′670	Private individuals	4′800	-
			Total income	106′192	83'655
LIABILITIES AND EQUITIES					
Equity			EXPENSES		
Profit and loss carryforards	2'670	2'875	Project expenses Kenya		
Accumulated net funds	2′670	2'875	Skills & Enterprise		
Total equity	2′670	2′875	Development Project	75′392	59′655
Profit	2′184	-205	Violence Prevention & Child Care Project	7′000	3′875
Total liabilities and equities	4′853	2′670	Aiducation Int., Kenya	7 000	3 6/3
			projects	20'000	20'000
			Total project expenses	102′392	83′530
			Office Liechtenstein		
			Fundraising	1′574	290
			Administration	0	0
			Bank fees	42	40
			Total office Liechtenstein	1′616	330
			Total expenses	104′008	83′985
			SURPLUS - end of year	2′184	-205

Partners & Donors

Pamoja extends its heartfelt thanks to all donors, partners and supporters in 2017.

INSTITUTIONAL PARTNERS























COMPANIES







FOUNDATIONS

atDta - Stiftung Hilfe zur Selbsthilfe; Christian Martin Foundation; Mariano Foundation; Midnight Foundation; Tarom Foundation; Football is More Foundation

ASSOCIATIONS, PRIVATE INDIVIDUALS & FAMILIES

Frauenverein Brockenstube Vaduz; Frommelt Eva, Schaan; Jehle Carmen, Sursee; Jehle-Seger Manuela, Vaduz; Seger Pascal, Vaduz, Tellerrand - Verein für solidarisches Handeln, Vaduz (Donations of CHF 500.- or more)

Team

MANAGEMENT TEAM



Stephen KadenyoExecutive Director



Victor Amaumo Finance Manager



Aphline AwuorBuilding Effective Responses for Peaceful Elections Officer



Lemmy OtienoEconomic Development
Program, Loan Officer



Africanos Sumburi Programs Accountant



Bikundo Onyari Business Coach



Paul Gitonga Economic Development Program, Project Assistant



Paul OdumbePrograms Coordinator



Mariamu Wambui Prevention of Violence Against Women & Girls Officer



Evans OduorConflict Transformation &
Community Safety Officer



Lilian Mwereza Administration Officer



Juliet Muthiani Business Coach



Abdel Amasai Credible & Peaceful Election Project Officer



Bephine OgutuElectoral Violence
Project Assistant (Intern)

BOARD OF TRUSTEES, PAMOJA KENYA

Hezron Masitsa, Chairperson Pamoja; National Coordinator - Peacebuilding, Word Vision Kenya **Stephen Kadenyo**, Executive Director Pamoja **Alice Nägele,** Board Secretary Pamoja; Member of various boards of directors

ASSOCIATION'S BOARD, PAMOJA LIECHTENSTEIN

Alice Nägele, Chairperson Gebhard Nägele, Treasurer Manuela Jehle-Seger, Advisor & Marketing

Organizational Structure

Pamoja for Transformation is a politically and denominational neutral peace and development organization. It is registered in Kenya as a trust and in Liechtenstein as a non-profit association. There are no statutory links between Pamoja Kenya and Pamoja Liechtenstein. Donations raised by Pamoja Liechtenstein go to Pamoja Kenya, which delivers and implements all projects.

HISTORY

Pamoja was founded in Nairobi in 2009 by a team of politically-independent Kenyan peace practitioners with the vision to support communities affected by violent conflicts to rebuild their lives toward a peaceful future.

In 2014 Pamoja expanded its work and started covering issues related to governance, decentralisation/devolution and economic empowerment. Today, Pamoja is one of Kenya's leading organizations on community safety, peace and conflict transformation.

GOVERNANCE

Governing board of Pamoja for Transformation Trust, Kenya

Its highest body is the Board of Trustees, which meets at least three times a year and issues the Articles of Association. It is responsible for issuing the policy guidance, strategy and approving the annual budget. The Head Office in Nairobi, Kenya, is responsible for planning, implementing and supervision all projects and programs.

Governing board of Pamoja for Transformation e.V., Liechtenstein

Its highest body is the General Assembly, which meets once a year. The office in Vaduz, Liechtenstein, is responsible for technical program assistance, project monitoring, and fundraising.

Principles of good governance

Pamoja is committed to principles of good governance for responsible management, control and communication under the Trust Act in Kenya, and is guided in its activities by the Swiss ZEWO Foundation standards.

Disclosure of conflict of interest

The Executive Director's spouse is Alice Nägele, Board Member of Pamoja Liechtenstein and Trustee of Pamoja Kenya. There are controls, policies and procedures in place to manage the potential personal or financial interests.

STAFF

In 2017, Pamoja had altogether 9 permanent employees (3 women and 6 men) in Kenya, all holding full-time positions. It also had 2 temporary full-time employees. Another 2 consultants worked for Pamoja on an hourly-wage basis. In addition, Pamoja has also trained 1 intern.

Moving forward

Pamoja's Strategic Objectives 2018-2020

COMMUNITY-IMPACT PRIORITIES

- Achieve systemic change: We aim at achieving greater systemic change and societal impact towards a more peaceful and equal Kenya.
- Focus on strategic program areas: Our programmatic priorities are in the area of gender and empowerment, deepening peace and cohesion in a diverse society and entrepreneurial skills and business development.
- Partner for impact: We focus on increasing partnerships with communities, civil society and government authorities and working with other partners to increase the impact, reach and scale of our work.

ORGANIZATIONAL PRIORITIES

- Achieve operational excellency: We strive to provide exceptional quality of project implementation and demonstrate the impact of our work by generating robust data from internal monitoring and external evaluation.
- **Empower and prepare our team:** We aim at fostering a culture of creativity, innovation, learning and accountability.
- **Model fiscal responsibilty:** We maintain a cost-effectiv, financially transparent and stable organization.
- Seek strategic funding: We seek longerterm strategic funding to assure program sustainability.

Imprint

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Editorial: Alice Nägele

Cover picture

Conflict Monitoring Team, Migori



HEAD OFFICE KENYA

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LIECHTENSTEIN OFFICE

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www.pamoja-transformation.org

ACCOUNTS FOR DONATIONS

Account name: Pamoja for Transformation Trust Cooperative Bank of Kenya, Nairobi

Branch: Greenhouse Mall, Branch Code: 153

Account number: 01128621310300

Account name: Pamoja for Transformation e.V. Liechtensteinische Landesbank AG, Vaduz IBAN LI52 0880 0547 5693 9200 1