



Annual Report
2016

We create opportunities
for communities affected by conflict
to move from crisis and poverty
to peace and development.

Strengthening community capacities
Preventing violence
Promoting employment

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Chairperson's letter



Dear reader,

Pamoja for Transformation has walked a dynamic and exciting path seven years down in the promotion of peace, business opportunities and community development in Kenya. This has been made possible by working with both emerging and already established community networks and structures of state and non-state partners.

During the last seven years, we have built a strong track record in many fields, including peace building and conflict transformation, research and advisory, transformative dialogue and mediation, prevention of gender-based violence, women and youth empowerment, entrepreneurship and business development, mentorship and coaching as well as sustained networks and partnerships.

Given that our initiatives are donor funded, our approaches towards community empowerment is designed to reduce the donor dependency, by instilling local ownership, innovation and facilitating community-led changes. This is not only to guarantee sustainability, but also in appreciation and acknowledgment of the immense resources and capacity that exists within the communities where we work.

This report is a demonstration of progressive transition, building upon its bountiful experience and partnerships that has presented a turning point into our community development work. This has further been reinvigorated by the dynamic team of nine staff members that is focused, committed and highly motivated to make an impact in the communities where we work.

Our services have empowered people to make the most of their resources and improve their lives. These achievements were fueled by our smart, inspiring and dedicated team, donors, and partners.

Thank you for your trust and generous investments in Pamoja for Transformation. With your continued support into the future, we are confident that can reach greater heights and positive impact on the lives of disadvantaged communities.

Hezron Masitsa
Chairperson

Interview with the Director



Stephen Kadenyo, Executive Director, explains in an interview how Pamoja meets the needs of disadvantaged people, while assuring quality project management and sustainable growth.

Which highlights did you experience in 2016 as Executive Director?

2016 saw major progress in bringing life-changing programs to disadvantaged rural and urban communities in Kenya. We worked in six counties and supported over 1'500 women, men and young people by enabling them to access knowledge, skills, networks and business and financial services.

What constituted an emotional challenge for you this year in particular?

We began implementing a new framework for preventing violence against women and girls. Young girls who were physically and sexually abused showed the courage to speak up. Listening to their stories was particularly moving. Our efforts to build safe spaces for them at schools, strengthening relationships between school, community and police showed first fruits. The police are now part of our school mentorship program.

Pamoja has grown substantially in the last year. What has been the growth strategy?

Growth in itself is not our aim. Our goal is to give disadvantaged people the opportunity to improve their lives through their own efforts. To this end, we aim at reaching quality and sustainable growth. The success of the programs is

based on the professionalism, ingenuity and hard work of our team and partners.

What were the main challenges?

Most of our beneficiaries are either illiterate or semi illiterate making the passing of education and information resource intensive. Harsh geographical terrain hampered access to our beneficiaries in remote rural areas. Limited resources against the overwhelming demand for our activities and need within the communities pose a challenge and Pamoja has only a small team to coordinate all its activities. We however managed to sail through against these odds.

What can we expect in the year 2017?

In 2017 we will invest in three priority areas that will amplify our impact on the communities and further improve our program quality:

- Investing in building strong and sustainable networks to scale up impact
- Sharing knowledge with partners who can then replicate our most successful programs
- Develop a robust monitoring and results measurement system to demonstrate the relevance and effectiveness of our activities

We would like to position Pamoja as an organization capable of achieving sustainable impact, even in difficult contexts.

The social problem

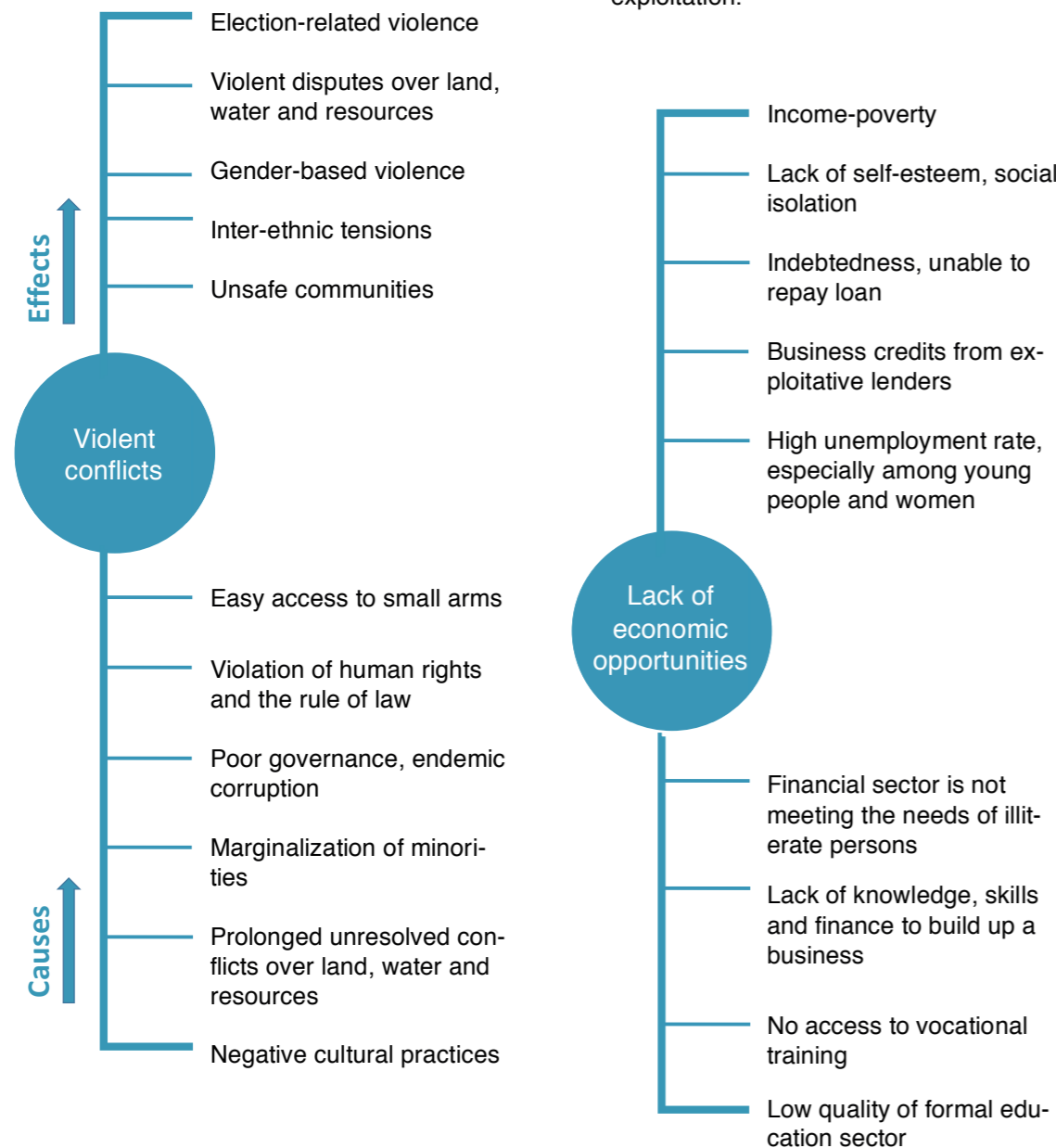
Violent conflicts and lack of economic opportunities

Violent conflicts

Key drivers of conflicts in Kenya are community identities and cultural rivalry, issues of land and natural resources, political activities, historical grievances, radicalization and a challenging regional environment.

Lack of economic opportunities

Disadvantaged communities lack access to knowledge, skills and financial services to become economically active and stable. This leads to unemployment, poverty and exploitation.



Pamoja's strategy

Our strategy to tackle violence and poverty

Pamoja supports communities affected by conflict with resources and tools to move from crisis and poverty to peace and development. We serve the marginalized and disadvantaged communities in Kenya and Eastern Africa including women, children, the youth as well as rural and urban communities. Pamoja takes a holistic approach to development by linking the three areas of peace promotion / conflict management, economic development and community development.

Economic development

Our programs promote businesses and business skills through:

- Business & marketing trainings
- Coaching & mentoring
- Saving programs
- Loaning
- Promoting market access

Peace & conflict transformation

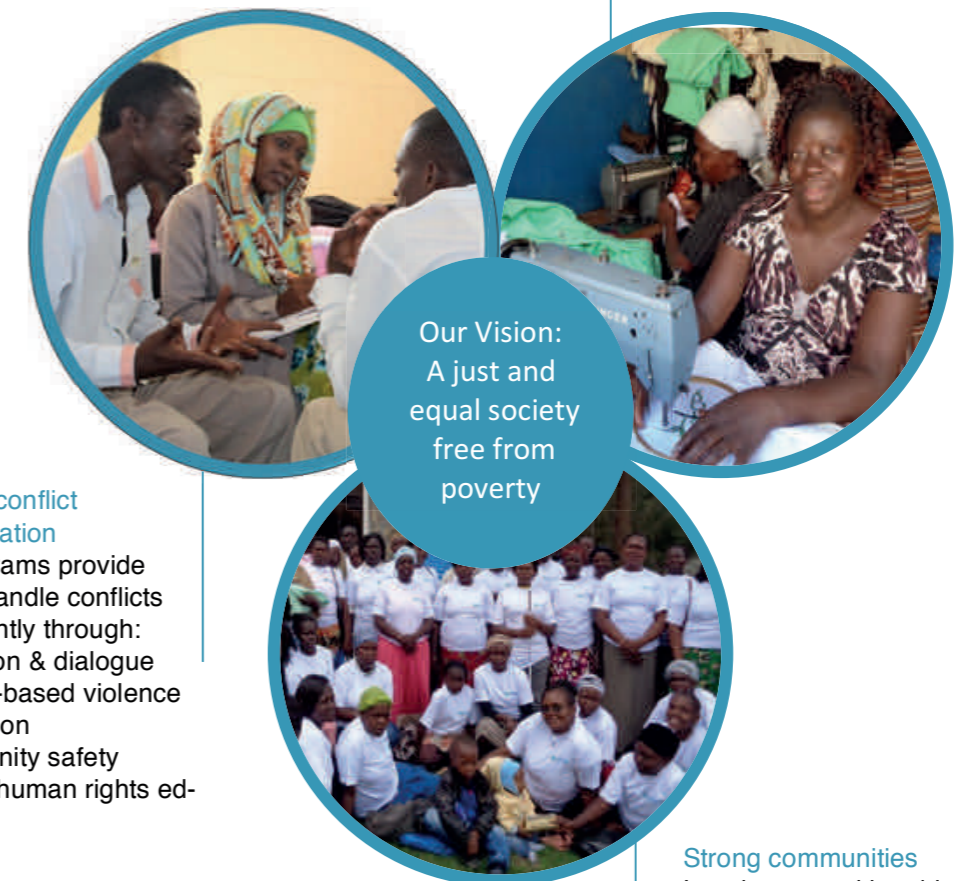
Our programs provide tools to handle conflicts non-violently through:

- Mediation & dialogue
- Gender-based violence prevention
- Community safety
- Civic & human rights education

Strong communities

Local communities drive social change. Our programs offer:

- Support to community structures
- Community development



Our Vision:
A just and equal society free from poverty

Highlights 2016



1'500

women, men, children and young people participated in our **peace and economic empowerment** programs.



80

women who completed our business and saving program report **higher household income, less domestic violence** and more decision-making power at home.



150

women and young people are able to market their products better and **access new markets** after attending Pamoja's business and leadership trainings and coaching.



1'100

state and non-state decision-makers attended our courses and dialogue platforms at which they **learned about democracy, civil rights** and non-violent communication.



370'000

people reached through **media campaigns, advocacy** and other strategies for stopping gender-based violence, political and community violence.

Monitoring & Results Measurement

As a learning organization, Pamoja is keen to find out precisely what impact its projects have. This enables Pamoja to learn from success and failure, plan future projects better and show accountability to the communities it serves as well as to partners and donors. Pamoja learns from its daily work in different ways, for instance by regular review and reflection forums to assess what went well and what could be done better.

Over the past year, Pamoja has been working on building a monitoring and results measurement (MRM) system into its projects. This system measures qualitative and quantitative

indicators, covering outputs, outcomes, impact, partners and efficiency. Pamoja received technical support and advice to develop a MRM framework from external MRM advisors, including **Kimon Schneider**. Pamoja's partner organization **Act Change Transform (ACT!)**, supported a training workshop in Monitoring, Evaluation Learning and Reporting. We thank them sincerely for leading us to a higher level of tracking impact.

In 2017, Pamoja will work towards aligning its MRM framework to global good-practice standards, such as the Donor Committee on Enterprise Development (DCED) Standards.



“Boda boda rider” turned women’s rights activist and fights violence

Armstrong Mwangala Mwaveka was the leader of the “boda boda” taxi drivers - a crime-associated activity - and now serves as one of Pamoja’s Voluntary Safety Coordinators to help prevent violence against women and girls in Kilifi.

“It is incredible how much things have changed through Pamoja’s program. I now have fellow champions including police, teachers, youth and social workers to combat violence. These networks are crucial to handle cases successfully.”

Armstrong Mwangala Mwaveka is 48 years old and the leader of the motorcycle taxi drivers, the so called “boda boda riders” in Mtwapa, Kilifi County. Boda boda business in Kenya is known for being associated with crime and gang activities. For example, young school girls are forced by boda body drivers into sexual intercourse in exchange for the transport services.

Armstrong was often confronted with cases of rape, domestic violence and early marriages, cutting across his own group members as either victims or perpetrators. Despite his strong influence over the boda boda in Mtwapa, Armstrong felt helpless, since he did not have the prerequisite knowledge, skills and linkages to enable him intervene to the needy cases.



ARMSTRONG ON THE PROGRAM IMPACT:

Changed attitudes and behavior towards violence

“I acquired knowledge and skills to respond non-violently to conflicts. Pamoja’s trainings transformed my interaction with my children, wife and community.”

Improved collaboration with the police

“Thanks to Pamoja’s forums, which bring together community leaders and state actors, I have direct contacts with the police. I now can effectively refer cases for response and make follow-ups too.”

Effective victim support services

“Previously, I have received 1-3 cases of violence in a day with minimal success in finding a solution. Now I interact with up to 10 cases a day. Many of them are resolved successfully thanks to my new networks.”

Women-owned business provides clean water and sanitation products

A group of energetic elderly and illiterate women sell safe water and locally produced soap in water-scarce Kibera. The business fulfills a critical need – storage of clean and low-cost water – and provides steady revenue for the fourteen women who run it.

“Nya Nam Water Supply & Soap Detergents” is a small business owned by fourteen women in Kibera, Nairobi. With business training, coaching and loaning provided by Pamoja, their initiative turned into a steadily growing and stable business.

The group set up water tanks to supply clean water in the densely populated slum. Their liquid soap is more hygienic compared to the commonly used solid soap, as it reduces multiple contact by users. They operate hygienic public showers and toilets which provide safe alternatives in a community often attacked by contagious water-borne diseases. The business drives its revenue from a large untapped market with growing demands from the local community.

“I have a more stable income and I am finally a respected woman with self-confidence. I now mentor other women to empower them, as Pamoja empowered me.”

Violet Atieno, Member of Nya Nam Women’s Group

THE BUSINESS IMPACT

Higher income

The business income increased by 30% in 2016. The women have higher household incomes.

Starting to save

All women started to make savings, most of them for the first time in their lives.

Better family relations

The business women report better relations to their husbands and more decision-making power at home.

Improved community health & hygiene

The local community has access to safe and affordable drinking water, clean showers and toilets.





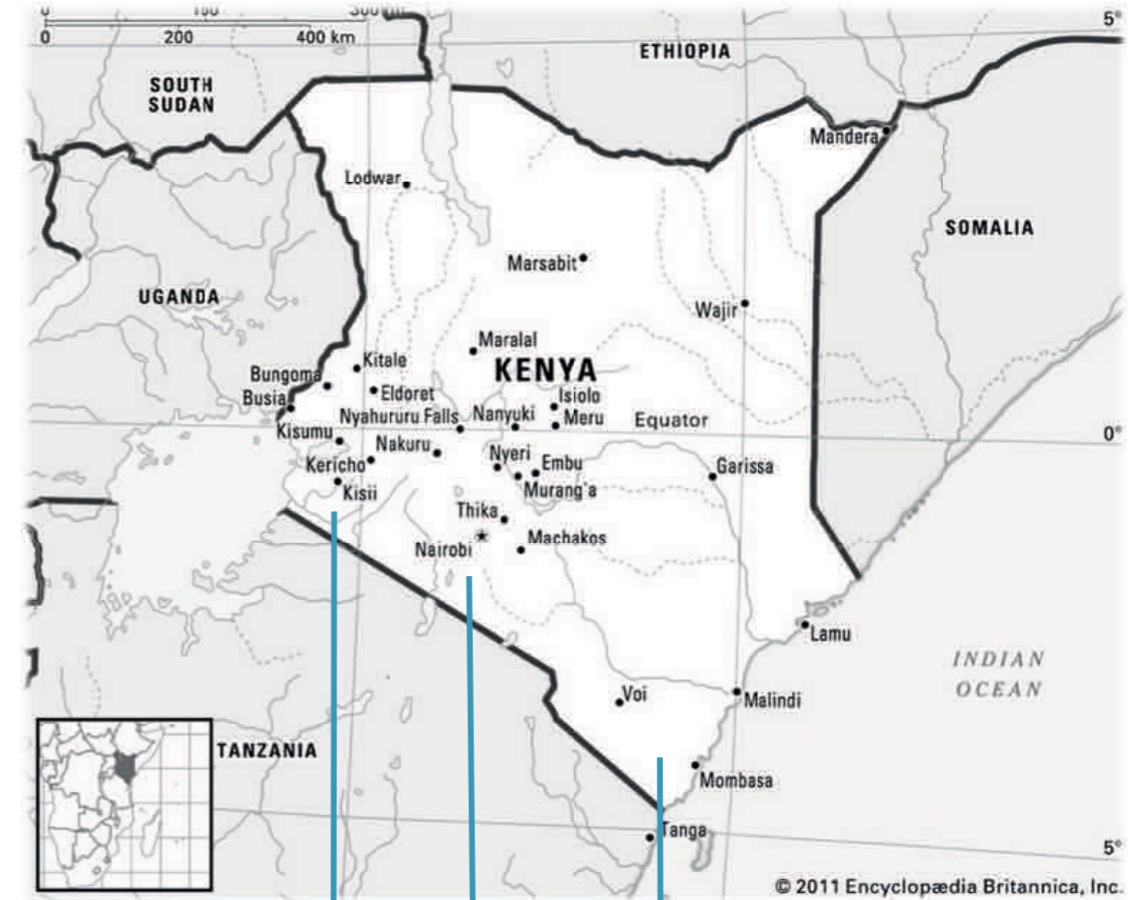
PROJECT IMPRESSIONS

Vocational skills & small business support project: Broidery shop, banana farm, peanut and pineapple production business; Business and leadership trainings.

Preventing violence against women & girls project: Gender trainings, networking & learning platforms, school and community mobilization projects



Map of projects



WESTERN KENYA
Migori, Kisumu & Homabay

- Political violence prevention
- Improving community safety and cohesion
- Promoting vocational skills & small businesses
- School improvement loan & leadership training

COAST
Kilifi, Mombasa & Kwale County

- Jamii Thabiti – Prevention of violence against girls and women
- Promoting vocational skills & small businesses
- Improving community safety and cohesion
- Strengthening community child care services

NAIROBI REGION
Nairobi & Kajiado County

- Political violence prevention
- Promoting vocational skills & small businesses
- Strengthening community child care services

Building Effective Response for Peaceful Elections



KEY FACTS

Theme: Electoral Violence Prevention
Region: Migori County, Nairobi
Period: July 2016 – Dec. 2017
Partner: Saferworld
Donor: UK Department for International Development – DFID

CONTEXT

Violence around the general elections in August 2017 are almost inevitable. Migori county has often experienced 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

Reduced potential for violence around the 2017 general election through strengthening local institutions, including the council of elders, local administrators, community and religious leaders.

Non-state actors report more cases of emerging community conflicts and authorities intervene effectively at early state.

ACTIVITIES 2016

- Community forums and town hall debates on electoral laws and procedures were organized, reaching 300 decision-makers
- Peace advocacy campaign through community radio talks reaching 350'000 people
- An early warning and response mechanism was established and is in use so that communities can report emerging community conflicts to authorities

ACHIEVEMENTS

- Community leaders are able to solve local level conflicts peacefully by themselves.
- Multi-stakeholder Early Warning and Early Response (EWER) team established for effective coordination and response.

Improving Community Safety and Cohesion



KEY FACTS

Theme: Peace, Security & Stabilization
Region: Kisumu
Period: Dec. 2016 – Dec. 2018
Partner: Act Change Transform (ACT!)
Donor: Danish International Development Agency - DANIDA

CONTEXT

Kisumu county remains an epicenter of violence. Cattle rustling has led to sequential conflicts with fatalities and destruction of property compounded by land disputes. The county also suffers ethno-political violence and is home to major organized criminal groups.

PROJECT AIM

Improved community safety and security through enhancing communication and collaboration between state and non-state actors.

ACTIVITIES 2016

Community forums and coordination meetings were organized to strengthen collaboration between state and non-state actors in addressing youth at-risk, violent gang activities and extremism. The networking platforms were attended by a total of 140 representatives from the national and county government, the police, the Council of Elders, the media as well as religious, youth and civil society leaders.

ACHIEVEMENTS

- Improved levels of confidence and trust between civil society and state actors.
- Enhanced coordination for joint action between state actors and civil society organizations.

Project

Jamii Thabiti – Preventing Violence Against Women & Girls



KEY FACTS

Theme: Gender-based Violence Prevention
Region: Kilifi County, Coast
Period: July 2016 – December 2018
Partner: Coffey International Development
Donor: UK Department for International Development – DFID

CONTEXT

Kilifi County is among the counties battling with increased Violence Against Women and Girls (VAWG) due to increased alcohol, drug and substance abuse, commercial sex work and ill equipped police gender desks.

PROJECT AIM

Increased security and safety for women, men and children through strengthening coordination among community leaders, government actors, the police, schools and media practitioners.

ACTIVITIES 2016

- School and peer intervention: Safe spaces (“safety clubs”) established in three schools to provide information to and peersupport among children
- Community mobilization and gender training: 43 community leaders and community safety coordinators were trained and community learning platforms facilitated
- A media awareness campaign on gender issues was developed

ACHIEVEMENTS

- Community actors, schools, sex workers and police work more collaboratively together to address cases of gender-based violence.
- More cases of violence were reported to the police and handled successfully as a direct result of the training.

Promoting Vocational Skills & Small Businesses



KEY FACTS

Theme: Economic development
Region: Western, Nairobi, coast region
Period: July 2016 – Dec. 2018
Partner: Nansen Center for Peace & Dialogue
Donors: Liechtenstein Development Service (LED), Tarom Foundation, atDta Foundation, private donors

CONTEXT

In Kenya income inequality is deepening and hinders the development of a wide economic growth. Lowest-income women and youth lack access to knowledge, skills and financial services to grow their businesses to achieve economic self-sufficiency.

PROJECT AIM

Disadvantaged women and young people are enabled to grow their businesses, create income and jobs through business coaching, trainings, saving and peer-learning.

ACTIVITIES 2016

- 100 women and young people were trained in business and finance management, marketing as well as leadership and communication
- Business loans disbursed to 12 small enterprises. 95% of loan repayment on track as of 31st December 2016
- Mentoring, coaching, saving and peer-learning cycle are being implemented

ACHIEVEMENTS

- 80 women report improved household income
- 70 people started to make regular savings
- 90 women report more effective financial management within business and at home
- 80 women report better relationships with their husbands, reduced domestic violence and more self-confidence
- 42 stable jobs were created.

School Improvement Loan & Leadership Training



KEY FACTS

Theme: Education for Rural Children, Microfinance
Region: Migori, County, Western Kenya
Period: April 2016 – March 2017
Partner: Kanyadgiro Primary School
Donor: Kiwanis Club Liechtenstein

CONTEXT

480 children attend “Kanyadgiro Primary School”, an accredited, rural school close to Lake Victoria. The school lacks funds to provide safe infrastructure. Staff and teachers lack knowledge and skills in child-centered teaching and school management. This affects the quality of education.

PROJECT AIM

Quality education through provision of safe facilities, trained staff and good school management practices. Children aged 13 – 15 have the knowledge to make informed career decisions.

ACTIVITIES 2016

- School improvement loan was granted and repaid
- One class room was constructed
- Ten school teachers were trained in pedagogy, leadership and non-violent communication
- Two “business exposure days“ for school children aged 15 were organized, visiting local companies

ACHIEVEMENTS

- School dropout rate reduced and attendance rates for teachers and students increased due to better reputation of the school
- Quality of education improved due to teacher trainings
- As a direct project result, local state authorities launched school facility investments

Strengthening Community Child Care Services



KEY FACTS

Theme: Community child care and education
Region: Kibera in Nairobi and Likoni in Kwale
Period: August 2016 – Dec. 2018
Partners: Local “Church of God Primary School”, “Siblings Children’s Center”
Donors: Frauenverein Vaduz, private donors

CONTEXT

Because of the HIV and AIDS epidemic, many children and adolescents live with chronically ill parents or are orphaned and exposed to health and developmental risks, violence, abuse and child labor.

PROJECT AIM

Provide child care support for exploited and disadvantaged children and families through strengthening community-owned care services.

ACTIVITIES 2016

- A community-run rescue and education center in Likoni is supported through feeding and family strengthening projects and infrastructure improvement.
- A day care center as well as an art and talent program is supported in Kibera, Nairobi

ACHIEVEMENTS

- 40 orphans and abused children in Likoni live in a safe environment, while maintaining relationships with their parents, where possible.
- The community and family support structure is strengthened through trainings, such as early childhood development
- An art and care program in Nairobi provides a safe and enabling environment for 20 children from Kibera slum on weekends.

Finances

FINANCIAL AUDITS

Pamoja's financial statements have been prepared in accordance with both, official Kenyan accounting principles and financial reporting standards in Liechtenstein. Copies of both versions of the audited financial statements are available on our website on www.pamoja-transformation.org.

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**.

PAMOJA KENYA

For the year ended 31st December 2016
In United States Dollars (USD)

Balance Sheet

	2016	2015
	in USD	in USD
ASSETS		
Property and equipment	9,203	2,680
Trade and other receivables	10,197	4,127
Cash and cash equivalents	31,427	9,055
Total assets	50,827	15,862
LIABILITIES AND EQUITY		
EQUITY AND LIABILITIES		
Trust capital	10	10
Accumulated funds	44,566	14,539
Total equity and liabilities	44,576	14,549
CURRENT LIABILITIES		
Trade and other payables	6,203	1,313
Loans from directors	48	0
Total current liabilities	6,251	1,313
TOTAL	50,827	15,862

Profit and Loss Account

	2016	2015
	in USD	in USD
INCOME		
Contributions		
Foundation and individual giving	112,127	40,891
Program		
Business grants disbursed	-9,601	-14,090
Grants repayment	6,243	8,344
Interest income	1,397	2,674
Total income	110,165	37,820
EXPENSES		
Direct program services	42,049	10,422
Staff costs	25,648	10,296
Administration & fundraising	5,200	649
Other operating expenses	7,067	1,893
Bank charges	175	20
Total expenses	80,139	23,280
SURPLUS – end of year	30,026	14,540

PAMOJA LIECHTENSTEIN

For the year ended 31st December 2016
In Swiss Francs (CHF)

Balance Sheet

	2016	2015
	in CHF	in CHF
ASSETS		
Current assets		
Association's account	2,670	2,875
Cash and cash equivalents	2,670	2,875
Total assets	2,670	2,875
LIABILITIES AND EQUITY		
Equity		
Profit and loss carryforwards	2,875	0
Accumulated net profit	2,875	0
Total equity	2,875	0
Loss	-205	2,875
TOTAL	2,670	2,875

Profit & Loss Account

	2016	2015
	in USD	in USD
INCOME		
Contributions & donations		
Donations	83,655	41,621
Total income	83,655	41,621
EXPENSES		
Programm services	83,530	38,600
Organizational expenses		
General and administrative	0	0
Fundraising and communication	290	0
Other operating expenses	0	100
Net operating result	-290	-100
Bank fees and interest	40	46
Operating result before depreciati	-330	-146
Total organizational expenses	330	146
LOSS	-205	2'875

Organizational profile

Pamoja for Transformation is a politically and denominational neutral peace and development organization, registered in Kenya as a trust and in Liechtenstein as a non-profit association.

PAMOJA KENYA

Board of Trustees

Hezron Masitsa, Co-Founder and Chairperson
 Stephen Kadenyo, Executive Director
 Alice Nägele, Board Secretary

Management Team



Stephen Kadenyo
Executive Director



Mariamamu Wambui
Prevention of Violence Against Women & Girls Officer



Paul Odumbe
Programs Coordinator



Bikundo Onyari
Business Coach



Victor Amaumo
Financial and Admin Manager



Juliet Muthiani
Business Coach



Africanos Sumburi
Accountant



Faith Adhiambo Onyango
Economic Development Project Officer



Aphlin Awuor
Building Effective Responses for Peaceful Elections Officer

PAMOJA LIECHTENSTEIN

Board Members

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

Our partners & donors

Pamoja's work is made possible through diverse funding sources and strategic partnerships. Pamoja extends its heartfelt thanks to all donors, partners and supporters in 2016.

INSTITUTIONAL PARTNER & DONORS



PRIVATE PARTNERS & DONORS



Tarom Foundation

Frauenverein Brockenstube Vaduz

Anonymous Foundation, private donors, individuals and families



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