

## **TRANSFORM KENYA**

### **Report #K30**

#### **ABSTRACT**

Transform Kenya was founded on the impetus of Kenya's post-election violence in 2008. The organization's primary goal is to transform nations through the church. Transform Kenya is reaching outside its borders and going into other countries to continue this goal of having the church as being central to impacting positive change in nations. Its founder, Pastor Simon Mbevi, has created programs that help traditional families and single parents be able to lead their children in a godly manner. Additionally, he has developed personal devotions that guide individuals in different areas of growth such as sexual purity and disciplined prayer. He has published several books including, *Dad is Destiny* about how father's make a difference in their children's lives, *Gideon's Action* which is about how to pray effectively in and for the family, *OMBI*, which is a guide to a transformational prayer life and the *V Club*, which is a booklet on treasuring virginity. The organization's strategic plan has seen them spread into Central and East Africa and growing more leaders as well as developing other programs that target the family.

#### **HISTORY**

Transform Kenya was founded by Pastor Simon Mbevi in January 2011. He was born on 3<sup>rd</sup> of March 1973. He claims that part of his passion for growing the family comes from his past because he lost his father in a car accident at the age of eight years old, leaving him to live with his mother and four sisters. He earned his bachelor in law (LLB) from the University of Nairobi and his Master's of Arts in leadership from Pan African Christian University. Currently, he is the founder and executive director of Transform Kenya under TPM Trust. He is married to Sophie Mwendu, and they are blessed with two daughters Covenant Mutheu and Beracah Mumo and a son, Promise Muuo.

Pastor Mbevi had been part of Mavuno Church, which had been a church plant for six years, since 2005. Being involved there, he states that he been very passionate about looking at transformation for the community that grows into the nation: seeing the nation transformed. He wanted to focus on few key areas such as: in prayer and what that would do in a local church, people praying for their nation and environment, leadership development and masculinity. But after some conversations for some years, Kenya had some post-election violence in 2008. In 2009, Mavuno had been involved a lot in working with the other churches to bring reconciliation and healing and it was at that point he began to feel, that he is happy at the local church, but the nation needed him. It was clear to all the leaders that he was playing a role that was very crucial for the nation. So after that, he began to get many pastors and bishops call him and ask him to train them and walk with them. He began to feel the pull for the nation, for the community, for training and giving leadership to the rest of the church leaders. So for two years a conversation with his pastors was about when to release him. They had felt that eventually he was to be released; from the very beginning of the church. But this felt like the time, and they understood it and within two and a half years the church sent him out reluctantly as they did not want to see him go. He is still involved in the church, but they wanted him to do carry out his vision for the benefit of the nation and transformational communities. That is how Transform Kenya started, and he thinks he has been burdened and passionate about those areas since high school. He was

involved in prayer, growing up with Bonke ministries. He was very passionate about leadership, very passionate about mission work and how people would pray for the community and work for the transformation of communities.

Pastor Mbevi claims that one of the significant milestones of Transform Kenya is the fact that it has become a provider for the leaders in the country by creating programs for boys, men, and fathers. They have created a few programs now, three programs specifically that many churches have taken. So far about twenty churches have taken the programs and began to use that to reach out to the men and to impact their communities. Secondly, he states that there is the involvement in mobilizing the church to a place of prayer. For the last elections, it was about understanding which kind of leaders are best to elect and for the first time in our country, the nation threw God Bless Kenya prayer movement, which Pastor Mbevi was part of those who put it together a few years ago in preparation for the just concluded general elections. They had more than 22,000 pastors involved, which he thinks is the largest movement ever to happen in Kenya to bring so many pastors together in the different places all across the nation. That gave them a platform to be able to speak to the nation and for them to be able to dedicate the counties to the Lord and eventually the nation to the Lord. Also to be able to ask where they want to go as a church and what God is asking them to do. Lastly, he says that they have been creating a few other programs for leadership, two specifically that have also now just began to be used in different churches. Transform Kenya feels that they are creating programs and materials, using the church to understand their place in the transformation of Kenya.

## **MISSION/VISION**

Transform Kenya has a specific vision for a few years. Generally, their mission statement is that they desire to see the church involved in the transformation of the nation. The end result is to see community impacted by the fact that Christians are leading them; so a prosperous, value-driven change nation. That is the big picture, but to get there then, they need some things to begin to happen. Their vision 2015 right now is that they desire to see leadership, prayer and how that is used in the local church to impact the community around them and masculinity. Transform Kenya desires to see those three areas being focused on by the church to bring healing because they believe when they focus on that, the church gets healed and becomes what they are supposed to be to reach the community. The family gets healed when the man in the family is playing his role. When the family is a good place, the man will be involved as well in church. And lastly, just the caring of the community around them in terms of justice, social justice equity and people just living decent lives in the fear of the Lord.

Geographically, for now, they intend Transform Kenya to reach the whole country. They are doing that through training church leaders to begin to take the programs and use them so that they can spread across. Right now they are in 5 counties, so they are trusting God by 2015 to be in at least 40 of the 47 counties. That will be not them going out exactly and establishing office but those programs being used in those 47 counties. But they have also been called to get involved in other places. They have one program running in Uganda right now, one of the programs running in Jamaica and one other program running in the US. They didn't intend to go that far, but Pastor Mbevi thinks other people are beginning to realize that they could also do with these programs.

Regarding denominations, Transform Kenya is working both with mainline churches and non-denominational churches. The Anglican Church has picked two of the programs, and they want eventually to do them nationwide. They are also working with the Presbyterians who love the boys' program. They are working with the Pentecostal church in two churches now and eventually they would want all their churches in the nation to get involved. Transform Kenya is in the Deliverance Church and Redeemed church, two main Pentecostal churches. The organization desires to work with everyone but sometimes it is not possible. The Catholic Church has called them for training once, but they were uncomfortable with some of the things they are doing, but they say that they want a few of their fathers to go through it and train it. They especially want the boys' program, so Transform Kenya is open to working with them. Ethnically, Transform Kenya is open to working with everyone. They chose five counties in Kenya because they wanted to try it in the main ethnic groups. They have done it with the Lous. Right now they are doing a program with the Kalenjin, the Kambas, the Kikuyus, (Central Kenya, Murang'a) they are doing it and then in the Coast area. Their desire is to spread it across the nation and to every ethnic group.

What Transform Kenya does not do is wanting run the programs themselves. They recognize that God is calling them to equip others to do this, and they are very keen on working with the local church because these programs they can use them as outreach tools, especially the ones on masculinity. And so they don't want to go to Western Kenya and tell the people that they will run the program for them. They hope people will understand that the programs will build their church and will enable them to reach out to their community and bring transformation. Once they agree, Transform Kenya works with them and trains them, and eventually they want to see the church do their work instead of them taking it up.

## **OTHER ORGANIZATIONS WITH SIMILAR FOCUS/MISSION**

Transform Kenya has been looking out for people who have been doing something on masculinity. They have only been able to find one ministry: Transforming Men. This ministry has been around for a while and it was started out in South Africa, and there is a branch here in Kenya. When Transform Kenya was starting out, they talked with Transforming Men to work together. What Transform Kenya has realized is that Transforming Men concentrates on one denomination, so their focus has been around that. They also did not find that Transforming Men had created programs that would help others run it themselves. So one of the reasons Transform Kenya is being called a lot to different places is that many people feel there is probably no one else doing what they are doing.

There is also The Outback, which has not met many other people doing what Transform Kenya is doing so they would like to work with Transform Kenya to learn from each other and work together. Transform Kenya believes in partnership if they find someone else doing something similar. The leader found one of the books so useful that he would like The Outback to use it. But he felt some of the things they had created are very authentic to Kenyan culture. Outback has some materials, but they are Western in approach. Transform Kenya would like to learn from something that is homegrown, that is grown from here. Pastor Mbevi would say that they are yet to meet people who are more involved in the masculinity area.

There are some involved in leadership but not in the two things that Transform Kenya is doing about shepherd leadership and leadership qualities in the community, but there are many organizations doing leadership. Their approach has been different in that they are just picking those two areas and are seeing how that helps the church reach out to the community. Lastly in prayer, there are many prayer ministries but for them, their training has been as they challenge pastors to pray more, how do they connect prayer with outreach and with community impact. They feel that it has brought some concern for the pastors for the nation, for their community and for wanting to get involved in the transformation of the nation.

## **BOARD STRUCTURE AND COMPOSITION**

Transform Kenya has a board of 7 people, and when they were putting together the board, they looked at different skills they needed to bring together. They looked at diversity but started by asking what skills would help in what they are doing. Firstly, Transform Kenya needed someone who has been involved a lot in community involvement and engagement and many the NGO world and all of that, so they got someone with that. Second, Transform Kenya needed someone who had been involved a lot in governance and so would give them the path. They got someone who has been involved in quite a few boards and putting them together and ensuring they worked together. Thirdly, was someone from the church world. Pastor Mbevi came from the church world, but he knew they needed one of the church leaders who would be able to see how they can relate to the church and the church leaders, the local church. They also needed someone who would just guide them legally regarding understanding their legal environment and making sure they are following the laws and as they build the organization. They also got one in HR and talent management. Lastly, Transform Kenya got someone from the corporate world for the purpose of stewardship but also reaching out to the corporate world for him or her to see ways they can work together to impact the community in which they work.

Pastor Mbevi has found that that many individuals look at boards as places not just to give back to the community but also to get something. Some of the people they approached were wondering if they would receive every month; however, the people they picked actually give to the organization. They give their skill and whatever they call them to give, but they also give financially. They believe in this vision, and they want to support it. Secondly, finding people who are good and as well committed to creating enough time to give towards this. There are a few times they have struggled as people were too busy to doing other things and so not getting enough time, especially for their start-up organization. Later, they were less involved. But now they have had to do three board committees just to help put together some things before the organization takes off. Therefore, availability has been a challenge, but the majority of them have been committed.

All of them have a post-graduate degree, and it is probably because Transform Kenya got to know most of them around those circles. The majority of them,  $\frac{3}{4}$  of them Pastor Mbevi would say, have been at least working for the last 5-10 years. Transform Kenya also makes sure that they have two who are young and represent the youth in their thinking. So they have two of them who are less than 35 years old, basically to bring in that aspect. But even these two have an MBA, but Transform Kenya ensures that they hear from the youth. Currently, 3 of them are

ladies; the rest are men. Before then, they had a lady who left so they had 4 and 3, and then they have 3 and 4.

## **ORGANIZATIONAL STRUCTURE & LEADERSHIP**

Transform Kenya is not very large because it is just three years old and used a lot of volunteers. People who come in and give a day, a week, just to come and volunteer. To keep their cost down, they have a lean staff. Currently, they have someone who is in charge of operations. He is from Western Kenya; he has also done an MA in organizational development. Secondly, they have someone else who is working part time from Central Kenya. He is the programs manager, but he works three days a week to supervise the three program offices that they have. Then they have the three program officers. One of them is from the Central region, the other is from the Coast, and the third one is from the Eastern region. They also have four people doing their internship. These are mainly from Nyanza region, The Rift Valley and Nairobi. They are four of them doing an internship and one of them is about to conclude, and then they plan to get them into leadership in the organization. Transform Kenya wants to grow a lot of leaders first through internships, and then they have them work in the organization; it is a sort of leadership pipeline. Transform Kenya has a board, which is the ultimate authority in which Pastor Mbevi sits as the CEO and the executive director. He reports to the board as the executive director, (country director for now) and then with he has the senior management team, which is made up of two leaders: the operations manager and the programs manager. Transform Kenya is hoping soon to get a finance and HR person, but that would be later in the second tier of management that is yet to be developed. Then after that, they have the program officers, who eventually as they grow will be the program managers, and then they have those who support them who are mainly interns, an accountant or other who are in support roles. It is the program officers who are the main people there because they are the ones who are working with the communities. So if it were Man Enough, then the program officer would be the one to work with the church and the church leaders in the places where they are doing the trainings, training for the mentors, training for the pastors, training for those who want to start the program and supporting those churches and those programs to be one. Transform Kenya believes more in getting a staff doing more support roles than doing the work. That means training people to do it and working with them in recruiting volunteers. Most of their mentors are volunteers, and they claim to have about 150 trained mentors for the boys and the men's programs. But in churches that want to do this, they go and train them. So they see the staff as more of lean staff, training others and equipping others. Right now only being three years, Transform Kenya's desire is leadership succession not only from the top but the bottom. That is why they decided to have a leadership pipeline and grow leaders. They grow with them and keep taking over different spaces. Pastor Mbevi's desire is that in the next year and a half not to be doing what he is doing here. Because they plan to go to the regions and to train more people in the regions and different countries and so they can just keep on bringing new people. Some of the people coming through the programs begin to like it and as they go through Boys to Men they have gotten them plugged into the organization in an official capacity. 2 of the interns right now went through Boys to Men, and they liked it, and they wanted to work with it. Then they wanted to go to campus, and they got them as they were doing campus, they began to do some internship with Transform Kenya. Pastor Mbevi thinks it is building slowly as they move on.

## **BOARD AND STAFF RECRUITMENT AND SELECTION**

At first, staff members only came out of Mavuno church, which is where Pastor Mbevi was a pastor, so it was easy to get personnel from around the people he knew. But now Transform Kenya has a process: they advertise to the networks, the churches and the few organizations they work with because they also want to give opportunities to people within their networks. Then people apply, and they have a process of interviews and Transform Kenya gets those they feel are first driven by the vision before the skill. So they are passionate about transformation of communities. As for the other board members, they recently completed transitioning in new board members. Since they started, Transform Kenya has had the same board members that they recruited at the beginning. But now they have one of the committees on the board that is for board recruitment. They sat down and determined the kind of people they needed and listed some people they knew out of their networks, prayed about them, approached them and some of them said yes. They were then able to hold a new board members orientation.

## **STAKEHOLDERS**

The first stakeholder is the local church because they design most of the program for them and Transform Kenya believes in working with them and through them to touch the community. And so they involve them a lot. Once in a while, Transform Kenya gets to sit with church leaders, talk with them and hear some of the challenges that they are facing with men, and with leadership and with impacting their community and that informs what they are doing in terms of creating programs.

The second stakeholder is the community itself because there are times Transform Kenya has worked directly with the community, like in one of the slum areas. They have worked in the community-based organizations (CBO) as well to be more effective in their work. The organization was trying to reach out to the boys there but they didn't know what to do with them and so Transform Kenya worked alongside the CBOs and the community leaders were part of the planning for it because they want to see the community and its various organizations, even political organizations as part, not parties. Also, the political socializations in the communities, where you find the women, for example, getting together into some groupings, Transform Kenya sees them as part of the stakeholders.

The third major stakeholder is the government, because as they work for the transformation of the nation and the communities, the government is interested. Actually, two counties needed leadership training have approached Transform Kenya. Their leaders, who are political leaders and public leaders, have said that they like Transform Kenya's approach regarding the 5 C's of leadership to train their people to keep those values but also to be kept accountable by the community leaders. So they are training community leaders on that and then county leaders on that.

And lastly, it is the business sector because Transform Kenya is now working with two banks. One of the banks said they have been trying to recruit more confident young men into their bank and, unfortunately, the last three years they have recruited more female than male employees. They began to see that there is a problem with the boy child, and they asked around to see who is

dealing with the boy child. They were told about Transform Kenya, and they came around to see and say how they can work with them to work with some of these boys so that in a few years they would come and work there. And so Transform Kenya has gotten to a long-term arrangement, in 2013 the banks are supporting 150 boys they will take through the program, and they are paying for it. The banks feel they have a stake in this, as they want good workers who are male in the future.

## **FINANCES & OTHER RESOURCES**

Getting funding has been a challenge. One of the things Transform Kenya set out to do is to involve the beneficiaries of the program as much as possible in supporting the program. For example, for Man Enough, when they do it in a city like Nairobi where the men can pay, they ask the participants to pay for the program. Many of them pay because they can afford it. Transform Kenya just challenges them and by telling them that this is something that is going to build them to be a better husband, a better man in society. Those who cannot pay, they let them know to talk to the organization, and they see if they can get some of the men in the program to pay for them as some often do. They have had individuals who gave because they have seen what the program is doing, with more than 50 of them regularly giving right now. Some of them are not giving much, for example, giving the equivalent of \$5, \$2 every month just to show that they want to do this and others saying they are going to be supporting a boy to go through this for \$100. But Transform Kenya is trying to build as much as possible partnership with the people who are benefitting and that see the need. They have had a few churches step in and say they would like to support what Pastor Mbevi is doing with churches so currently they have one church in the US that gave them a one-time support. Transform Kenya wanted to expand a bit in terms of capacity in the city, so the church said they like what Pastor Mbevi is doing, they would like to support by giving some money for capacity-building, but it was a one-time offer. It has been more of a relationship of being impacted by what they are doing, and they would like to work with Transform Kenya instead. Another source of funding is businesses, particularly the bank as stated earlier. They gave Transform Kenya \$17,647 to support these boys because they are interested in that particular program. They want to involve more of the corporate sector in the social responsibility. Lastly, are other willing donors such as Transform Kenya working with Ford Foundation. At one particular time, they supported 200 boys to go through the program, and they are still engaging others to see. But Transform Kenya tries as much as possible to see whether the local church that is running the program can make it sustainable. Truthfully, there are people who will never be able to pay for the program materials they use, the books and other discussion items, which are a big expense. There are some who will never be able to pay for the training of mentors. Those are the challenges, and they have sometimes been limited because they find a church wants to take some men through the programs, but they do not have the resources. Transform Kenya does not have the money to give them the materials free, so it's been limiting because they don't have all the resources they need.

Their budget in 2013 was still 30% short, and Transform Kenya still believes God to provide the shortfall. They do a budget every year, and they are still dynamic. They look at it every three months and present it to the board, and they approve it. They have an accountant and for the last three years, they have had the accounts audited and the report given to the board at the end of

each year. Transform Kenya has an audit committee on the board that makes sure that the structures for the community are in place.

## **PARTNERSHIPS/LINKS**

As Transform Kenya looks out for partners, they look for those who genuinely support what they are doing knowing Transform Kenya is faith-based. They also are clear that they are not apologetic about their faith and are willing to work with those who will not ask them to bend their values to fit another's agenda. For example, some organizations would be more liberal regarding homosexuality and other things and Transform Kenya has taken a stance against it. They just limit themselves to the values that they have, and if someone is not comfortable with their values, then they don't partner with the individual or organization. When Transform Kenya works, they work with the few churches who have been partners, such as South Eastern Christian Church in Louisville, Kentucky, and they see a partnership with such churches as a relationship. The church got to hear what Transform Kenya is doing, and they were interested because it struck a chord and it was something they were passionate about. So they came and saw what they were doing, and they thought it was good and wanted to come alongside them. They see it as a relationship, not just giving money. In fact, for two years of the relationship, Transform Kenya claims that they did not take any money. The two agreed first to understand each other and eventually they would give money. It was in the third year, this year that they gave Transform Kenya financial support, but they do not just believe in donor dependence. From abroad, that has been the only church that they have related to regarding resource-partnership.

Locally, Transform Kenya has worked with the Ford Foundation, which is a secular foundation. The foundation said that they are also concerned about the boy-child, they see that Transform Kenya is doing something about this, and they would like to support it in three schools to do that training. So they would give specifically in sponsorship for those boys, and they would have no problem with it.

Transform Kenya has also partnered with I & M Bank and they are working to build a relationship with another local bank named Equity that is also interested in them. They also work closely with Coca-Cola, which is interested in seeing what they are doing for the boy-child. So they are open to these organizations, as long as they directly sponsor the boys or the men they are working with, without demanding in any way for them to do it their way but just giving them sponsorship in that way. Transform Kenya has also worked a bit with World Vision International, the local chapter. They have facilitated a few training sessions for their mentors where they like what Transform Kenya is doing and how it is encouraging the church. They also work with the church and offer to pay for the training session for two days for these men as they teach them and train them to be mentors. But that has been the limit of their relationship with them. And then local churches: the Anglican Church, Presbyterian, Pentecostal, they are open to work with different local churches.

## **SWOT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS**

In assessing Transform Kenya strengths, Pastor Mbevi says that for three years Transform Kenya has seen successes in those programs they created out of what they learned and which are very



culturally sensitive. Right now, they have seen the content of it has been very positive and everyone who gets it has said that it is very good content. But also, the interactive part of it has been claimed to be very engaging for the participants. They feel they have created unique programs that are quite accepted and are producing change among the people. Especially in the area of masculinity, they feel they have created programs, which are available from nowhere else in the community right now, so unique products especially for masculinity, especially because they have had many challenges for boys and men in Kenyan culture right now. So they focus on bringing fathers and sons together, and fathers and daughters together, and it has been something they have done well and have a handle on the programs and many people are appreciative.

Regarding weakness, Transform Kenya has felt because of where they are at, and the level of their organization, they are not able to invest as much in research and development. They need to do more in understanding more where the men are, where the boys are, how they are doing, and nationwide research in those areas. That has made them feel that in some ways they are not sure they know everything that is happening with the young man at this point. And not just reading from books but hearing, because of limited finances. Lastly, as a young organization, Transform Kenya is still putting up structures. They have put some up, but they are still putting some up. They also have a very lean staff team, so sometimes there are over-challenging demands that they have. That has been a limitation in that way.

Regarding opportunities, Transform Kenya's CEO claims to have more demand than they can meet because men are finally beginning to realize that they need help. They are seeing men calling up and asking when they can sign up for the next program. That was not there some years ago, but there is an awakening amongst men to want some help and empowerment to be the men they need to be. Another opportunity has been especially in African nations right now, as they see economies begin to emerge in the region, and devolution of power; they begin to see in the regions more people asking how to help the men and the boys. They are beginning to realize that the girl-child is in trouble, and the woman is in trouble because of the men. And with that realization, for the first time the UN was able to say that we need to focus again on the boy-child because we have neglected him for many years. There is a consciousness right now that they need not neglect the man or the boy child. With the political challenges and other challenges right now, leadership is in big demand. That is why the county governments are inviting Transform Kenya to go and train, so there is a huge opportunity. Unique opportunities for the organization, for where they are at, the materials that they are using, playing a support role and producing these materials and programs for others and a church that is hungry for more resources and discipleship in Africa, he thinks they stand a good chance to continue to grow in what they are doing.

Lastly, the threats are, for example, politically, Transform Kenya's CEO states that they are seen as a bit of a threat by some political leaders because they are now educating the masses on the best leaders they should elect and how to keep them accountable. Some of the people do not like that. Secondly is the social threat, socio-cultural threat. In some communities, they feel like, 'What are you telling the men?' You are telling them to get closer to their daughters, which is not very culturally acceptable. You are telling them to talk about sex with their sons, which is not culturally accepted. So they have had some push back in some areas because of cultural values

and cultural perceptions and sometimes they are not very easy to overcome that. Slowly, they are beginning to overcome this.

Lastly, from outside, is the threat from limited resources right now. They want to do more but cannot do as much because the culture of many in the environment of wanting to have free things and thinking that he should help them; and yet they don't want to be part of the transformation of their own lives. Also, there is the fact that some churches are not seeing their calling for the community around them. Some churches would rather just concentrate on doing what they do within the church and not reach out. They do not see the community need as their need, or community challenges as their challenges. Therefore, they are still working to get the churches to see that Pastor Mbevi's mission is within the community and that therefore they should reach out and pick this program to reach out to others. Some churches want to do the program only for their men, and not invite the men from outside. It is an outreach tool, but they just feel that they don't want to get into the community.

## **IMPACT/SUCCESS/ASSESSMENT**

Transform Kenya has seen quite a bit of impact, with each of the programs having clear outcomes. In Man Enough, they are looking at responsible masculinity, and they have indicators of what that means. They do report, for example, at the end of Man Enough, that they have a graduation where the wives, children and relatives come. Many times they give stories of how their daddies have changed in those 12 weeks. Pastor Mbevi attests that some of them are very moving stories. Transform Kenya has had men go and look for their children that they have neglected for years, and within the program, they have had reconciliation. They have had several men come to the Lord, and in every group, they see men come to know the Lord. But besides that, they have had some who have quit drugs and other addictions. They do record most of the testimonies and impact.

Regarding Boys to Men, Transform Kenya's CEO has heard that some of the participants have gone on air (radio) and talked about it. They have had boys who have been on drugs, and 35 of them left drugs after going through the course. The teachers came to the organization and said that they did not know what the organization was doing with the boys but that they wanted them to stick around for a little longer. According to Pastor Mbevi, this was because of the behavior, attitude change, and responsibility that were instilled in the boys. Regarding leadership, Transform Kenya was able to focus a lot of training on how people needed to vote. They have done a bit of a review in some of the places they trained, and learned that some clearly changed in their approach to voting, voting based on the training and the character qualities of the candidates. Transform Kenya has some DVD evidence, people who have given their stories. They have had some wives talk about husbands, and children talk about their fathers. They see impact more as churches begin to own the material as their own, and want to use it to reach others. And in the past few years, a few churches have come to that place.

Transform Kenya is still young enough to be able to say so many churches have taken it up and that there has been a lot of change in their community. But they are beginning to hear from the pastors. They are thankful for this tool because it has brought some men to Christ. It has brought some men to church that wouldn't normally be in church; and they see some marriages healed as

a result. One could interview some community leaders. Some of the donors like Ford were very impressed by some of the stories, and they talked to some of the participants of the projects such as the boys and were very impressed.

## **TRAINING/LEADERSHIP DEVELOPMENT**

In the staff, Transform Kenya does a bit of training every month. Sometimes they take a book and read together and grow together. Every month they read a book together and discuss and grow together regarding leadership and things like that. Besides that, they have one of their staff members has been trained in organizational development and coaching. So he does coach for different staff members. Once in a while, one of the churches Transform Kenya has partnered with sends them a trainer to take them through a course on personality issues and how that plays out in industrial organizations and team building. Additionally, they have an opportunity once or twice a year to attend international conferences such as the Global Leadership Conference by Willow Creek. They go there usually as a team or send some staff, and they come back and train the rest. They watch their DVDs together, and they train themselves in that way.

Transform Kenya also encourages everyone to get a mentor from outside the organization who walks with him or her. Pastor Mbevi himself has a mentor that he meets regularly, and most of the staff have mentors who just walk with them. Besides that, regarding others they are developing, they do a lot of mentoring, mentoring of the boys and of the men who are now leading some of the programs. Sometimes they do mentoring weekend retreats. Every three months, they do one where mentors come and walk with the people they have been mentoring and where they facilitate some spiritual formation. Mainly, Transform Kenya relies on DVDs, materials they read together, and once in a while, some people stop by to come and train them.

## **PRINT AND ELECTRONIC MEDIA**

For now, Transform Kenya has been doing a lot of writing and printing of the materials that they use. And with time, they have realized they are using a lot of money for photocopying and printing. They are praying that one day they will have a place they can do most of their printing and have fewer costs. Regarding distribution of electronic resources, they do some DVDs and audio stuff as well; this is especially for the mentor training because they can't go everywhere. They would prepare some of the training, and the CEO would go to watch some of the skits and the training aides, and later they can distribute them.

Regarding resources, Transform Kenya has been hoping to get some duplicating machines: DVDs and audios just to make things easier. But regarding what they use, they have some books that they buy in large quantities. These deal with some issues of masculinity for boys, and on girls, which help them in preparing the material. They do a bit of watching DVDs together. For the boys, they watch some movies together and draw lessons out of it. Some of the things they hope they can have more of are DVDs and screens because Transform Kenya has gone to some schools that do not have a TV or DVD so they have to carry theirs. They show it, and that really makes the boys talk.

## **FUTURE**

Transform Kenya had a 3-year strategic plan that has just come to an end last month. In mid-2013, they had been talking about a new strategic plan, and they are concluding plans for the next three years. They believe in strategic planning; more importantly, strategic thinking just to see where the Lord is guiding them and how that is going to go forward. One of the goals coming out in their strategic planning is in the next three years (2016), Transform Kenya wants to have distributed themselves in terms of people they have trained doing these same things within East and Central Africa. They want to be of support in Tanzania, Uganda and Rwanda, where their ministry has been in demand, and in Burundi and Congo. And again what they see with the persons is that at least they have a group that is trained and passionate about this and would like to work with their local churches to make this happen. Transform Kenya then just serves a support role by providing materials and printed things. They send to these churches and often go to join them. So they are looking at the region right now as they also expand more in Kenya.

The next short-term strategic goal is that Transform Kenya has four other programs they want to produce. They are doing a father-daughter and a father-son program; they are doing a boy's program where their father would walk with them, 7-9-year-old boys. They have been doing some research and praying and looking at different things to come up with something. Lastly, they want to do something with single moms because they have worked with many boys who do not have a father and many single moms who have come up asked how to make sure they don't destroy or negatively impact the masculinity of their boys. Transform Kenya thought as part of helping the boy-child, they need to help the single moms too, to know how well to bring up their boys. Their hope is that those programs will be up in the next three years, they will have been tested in a few programs and people will feel that this fills a need, and they will begin to make it available for churches. All the materials they write and provide a guide for those who would use them, as well as a video link for the Internet. So wherever it might go, there is an explanation for some of the materials there. Transform Kenya's desire is to distribute them via print and even DVD form. The distribution is mainly to the local churches, and that is one thing they want to see happen.

In the long term, Transform Kenya is looking at the next seven years as being at a better place. They have written several indicators of what they want to see happen in Kenya through their ministry. Being their base, they especially want to be able to see some measure of transformation nationally in what they have been doing. Because they are seeking for national transformation, there should be some things they need to see happen. For example, regarding masculinity and where it is going, they want to identify factors contributing to healthy masculinity, with leaders and churches getting more impactful in their communities. In 7 years, Transform Kenya is hoping to see all happen in Kenya.

## **REPORT INFORMATION**

David Ngaruiya prepared this report and acknowledges the input of Peninah Kimiri. David Ngaruiya interviewed Pastor Simon Mbevi and had initially prepared this for 2013 ALS Conference held at Brackenhurst, Nairobi Kenya.