

Clean Start

Creating Second Chances



2019
Annual Report

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TO OUR FUNDERS AND SUPPORTERS



CEO's Statement

A Year of Significant Transition.

2019 was a year of significant transition at Clean Start. We saw unprecedented growth in our team, fundraising efforts, beneficiary reach while bringing a standardized operational procedure to our social enterprise over the 12 months.

Navigating transitional change has its challenges and we had to take bold decisive steps to move from one stage of our development to the next necessary level. We are confident in the direction we are going.

As the American writer Anne Morrow Lindbergh said - "Only in growth, reform and change, paradoxically enough, is true security to be found".

Our impact has always been at its best when we've made our beneficiaries our absolute priority. This is reflected in the strategic planning process which we embarked on in October of 2019, which was funded by the Ford Foundation and the Work Family Foundation, for which we are truly grateful.

The 2020 - 2023 strategic plan dubbed Beyond the Bars; Never Again, aligned the Clean Start team, the stakeholders in our eco-system and our beneficiaries to our vision and mission, restoring our total commitment to giving the best possible programs and services to our beneficiaries while influencing systemic change.

This is guiding every action we are taking and has been instrumental in growing our Founding Executive Board to a Governance Board.

This inaugural strategic thinking and planning process has enabled Clean Start grow exponentially, from a small start-up organization, to now lay its foundation for growing a sustainable, healthy organization.

It is heartening to see ownership and initiative in the Clean Start team towards the strategic plan and the unity of purpose and a united voice which they have, which has brought an amazing culture, communication and other healthy winning team characteristics.

It brought clarity of our vision, involvement and consensus, which has been a great angle of in-kind resourcing from the key stakeholders involved – including the impacted families of the beneficiaries, the beneficiaries themselves and the government agencies we partner with including the Kenya Prisons Service.

We have seen improved planning, improved reporting, focused activities & thought out programming from start to end.

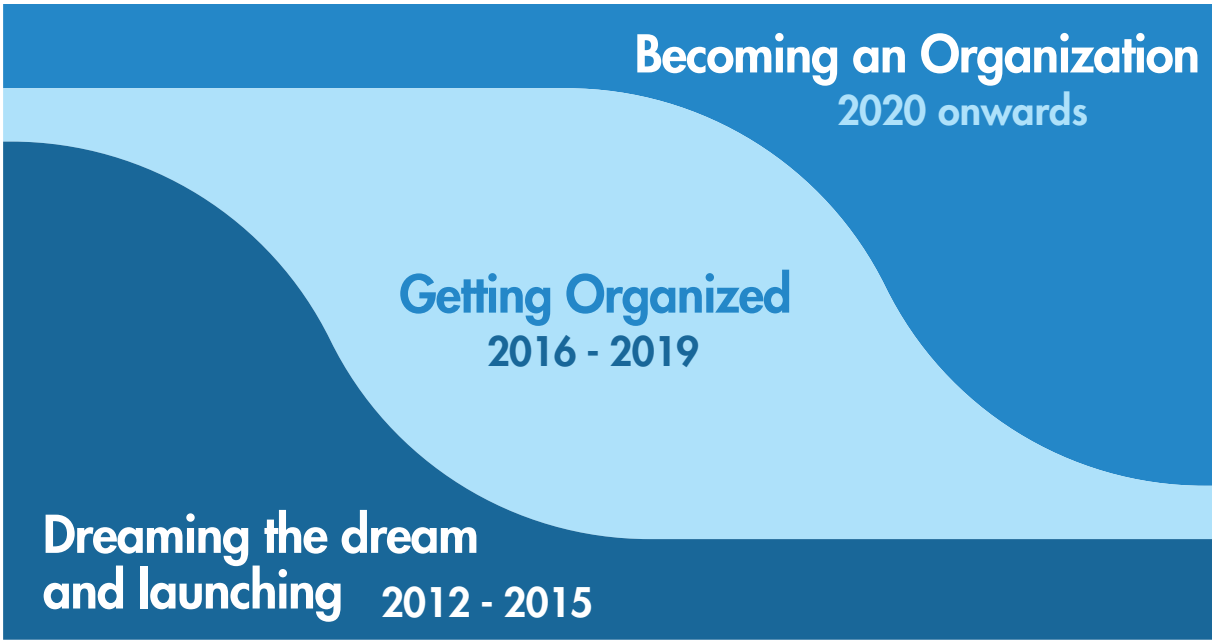
2019 is also the year we got our Audited Accounts number three, facilitating more institutional funding.

The strategic direction we have taken sanctions to shift the greatest responsibility and utility of our projects to the women and the families. Our hope is that with time the multiplying effect is the shift moves on to society and the different arms of government concerned. In essence we are rebuilding the system by correcting what has not been working and with time we will see a reversal in the negative impact the justice system has had on these women, girls and their children. We continue to strive for a fairer and just system and positive lives transformed as we grow a stable organization for posterity.

Our cash income more than doubled in 2019 from 2018 enabling us have higher impact and reach more of our beneficiaries as we strengthen our niche within the Justice System in Kenya.

2020 is already another agile year and with the beneficiaries at the heart of everything we do, we will continue to build transformational impact.

Teresa Njoroge,
CEO & Founder



OUR TEAM

Our team grew exponentially evident through role specialization in key areas with our hires of the Finance, Fundraising and Human Resource Manager.



Rebecca Mumo joined Clean Start as the Managing Director in 2019. She had previously served as a Permanent Secretary and a senior Kenyan Diplomat to the UK and Canada respectively. Rebecca's experience with the injustices of the criminal justice system as a high profile woman led to her life purpose of transforming the lives of the women she had met while going through the process that led to her unlawful imprisonment which aligned with the Clean Start vision.



Sarah Nasimiyu joined as the Fundraising and Project proposal development officer. She has over 8 years' experience working in non-profit sector. She has been supporting organizations to think sustainability, design programs that are scalable and impactful.



Enid Sirengo joined as the Finance Manager. She has served in the Finance/Accounting and Admin capacities for more than 12 years.



Rose Remour joined as the Human Resource Manager. She has over 10 years' experience in Human Resource. She is bringing on board expertise in performance management, employee relations, talent acquisition, training and development among other Human Resource functions.



Leilah Kamweru is a graduate in Bachelor of Laws from Jomo Kenyatta University of Agriculture and Technology, a graduate from the Kenya School of Law and a child of a formerly imprisoned woman. She joined Clean start to give voice and visibilize matters pertaining to children who are left behind when their mothers are imprisoned. She works in our children's department.

KEY FACTS



700,000+

women are in Prisons around the world



60%

of children of Imprisoned mothers are below the age of 10 years



39%

of imprisoned women do not know the whereabouts of their children.



90%

of imprisoned women in Kenya are single parents and breadwinners



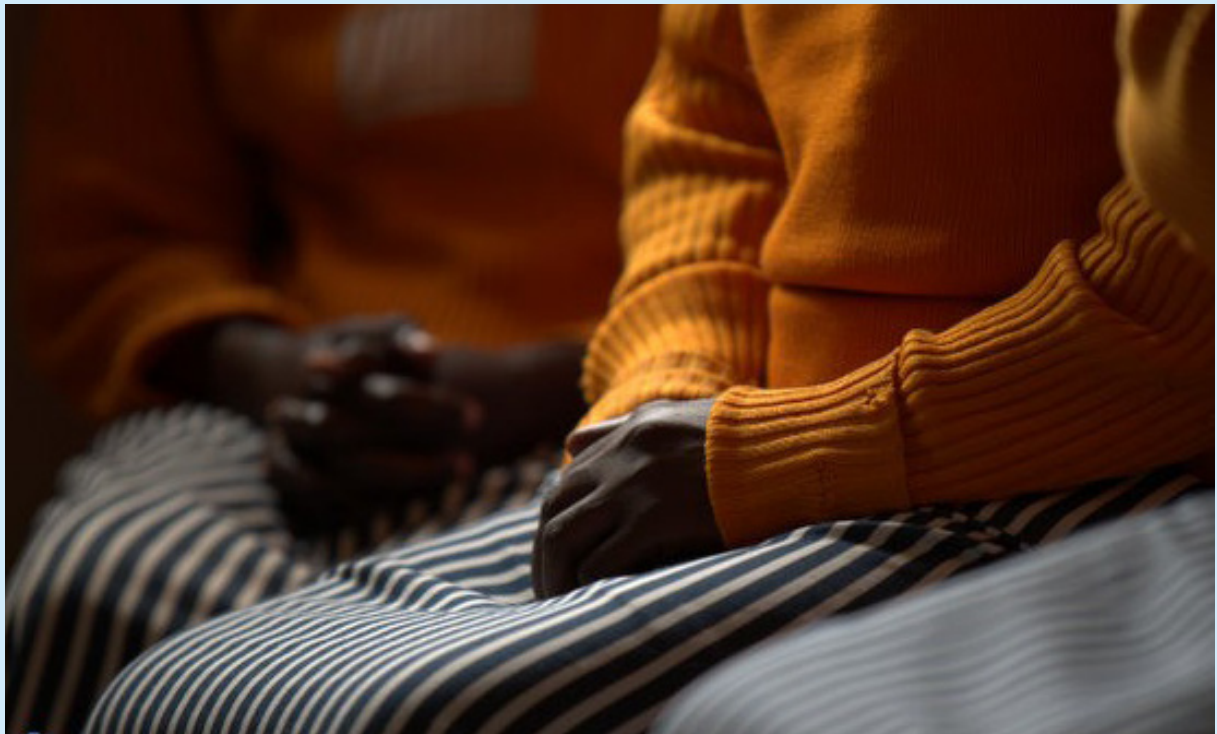
69%

of imprisoned women in Kenya are aged between 20 and 39 years.



59%

of imprisoned women in Kenya serve their sentence with their infants in prison



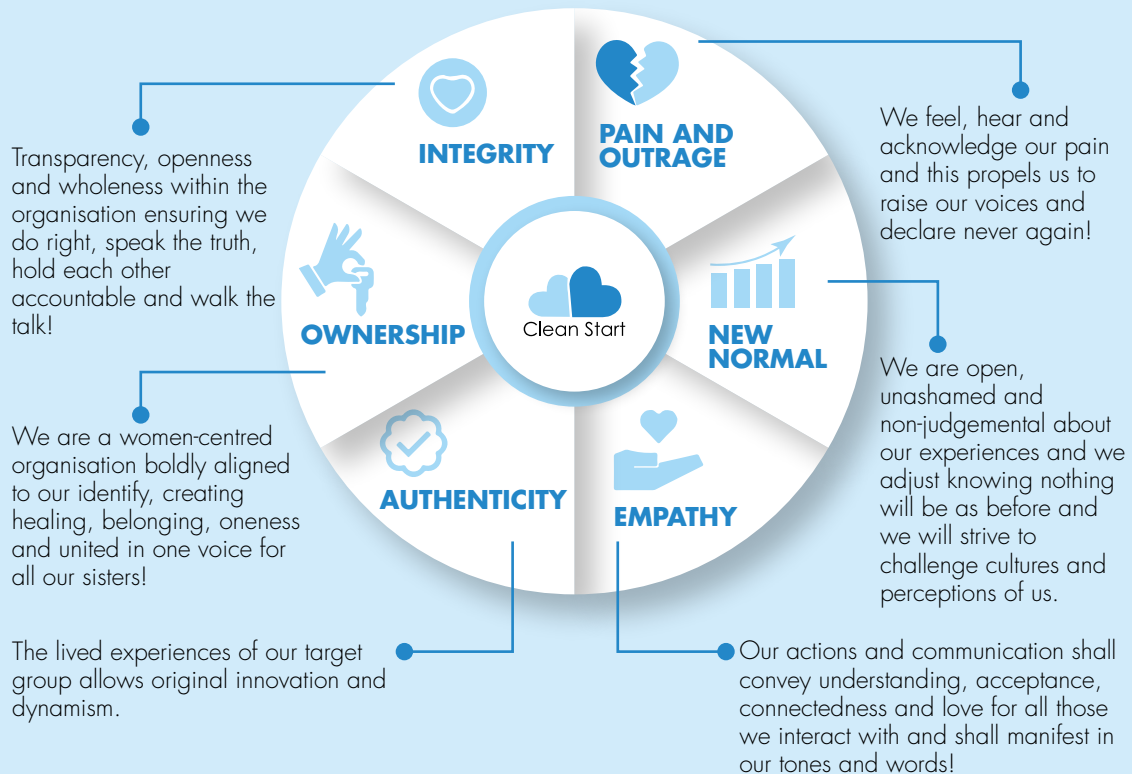
VISION

REIMAGINING FUTURES, RECLAIMING DESTINIES

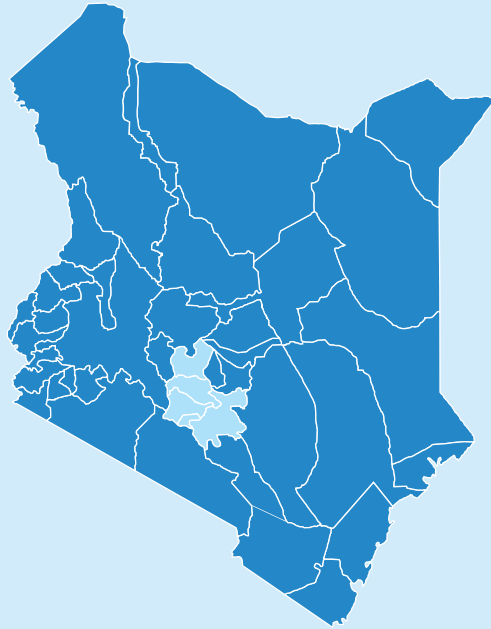
MISSION

CLEAN START WORKS WITH WOMEN AND CHILDREN IMPACTED BY THE CRIMINAL JUSTICE SYSTEM, TO RESTORE DIGNITY AND HOPE, FOR SUCCESSFUL REINTEGRATION

VALUES



OUR WORK



We work in 5 counties,

1. Nairobi – Langata Women Prison,
2. Machakos – Machakos Women Prison,
3. Kiambu – Thika Women Prison,
4. Nyeri – Nyeri Women Prison,
5. Muranga – Muranga Women Prison.

DEMOGRAPHIC REACHED AND OUTCOMES BY 2019



61

Girls trained in Spear programme



40

Women in prison trained



112

Officers trained



13

Partnerships formed



150

Formerly imprisoned women supported



145

Children of imprisoned mothers impacted

CLEAN START'S IMPACT



Spear graduate giving feedback to the CEO of Clean Start during an Interview day at Langata Women Prison.





Founded on the pain and outrage of its constituents - formerly imprisoned women, Clean Start has grown into a solid organization that has attracted a strong base of well-wishers, diverse partnerships, collaborations and engagements with those who were driven by the united desire for a better future for the people we serve.

By 2019, Clean Start had started attracting institutional donors. The need to consolidate its learning, sharpen its vision, mission and develop programmatic pillars that could steer it moving forward was apparent. The organization is still committed to delivering impactful pre and post release programs for imprisoned women that enables them transition, reintegrate and access livelihood opportunities and reconciliation pathways to ensure they are fully functional and contributing citizens.



Clean Start CEO, giving a word of encouragement to the girls at Dagoretti Rehabilitation School during a Spear graduation ceremony.

In 2019 our areas of operational focus were:

- 1**

Developing our Strategic plan for the next 3 years
- 2**

Building our reintegration programme.
- 3**

Children accompanying their mothers in prison – those inside and those left on the outside to thrive despite their circumstances with the aim of advocating for their rights.
- 4**

Research and Advocacy
Collecting and analyzing data to inform the organizations work and spearheading policy reform in the criminal justice system.

CHILDREN ACCOMPANYING THEIR MOTHERS IN PRISON



Children accompanying their mothers to prison are side-lined by most organizations that work within the prison system. This is because the children are few and, being under 5 years old, they lack a voice of their own. Clean Start is working with child protection agencies to develop policies to specifically resolve these challenges in taking care of children welfare both in and out of prison.

At Clean Start, we seek partners and friends who address children's issues of nutrition, play, education, care and protection and the right to thrive. Clean Start in partnership with the Kilazo Kizuri team donated children's clothes and dietary supplements. *'Kilazo Kizuri is supported by the Baby Box Initiative'* from Finland and their goal is to reduce infant mortality worldwide.

NATIONAL EARLY CHILDHOOD DEVELOPMENT STAKEHOLDERS' CONFERENCE

Clean Start was part of the 3rd National Early Childhood Development Stakeholder Conference held in Mombasa County, Kenya. The theme was 'Promoting Synergies: Inclusive Approaches to Early Childhood Development'. The event was organized by ECD Networks for Kenya and co-hosted by the Council of Governors and Mombasa County.

The Early Childhood Development Network for Kenya (ECDNK) exists to strengthen coordination and collaboration between the Government of Kenya and non-state actors and support the development and implementation of relevant ECD policies and programs in Kenya through capacity development, research and advocacy.

During the conference, participants majorly focused on the three issues: the need for investment in ECD, a multi-sectoral approach, and collaboration for ECD to work and support parents and caregivers. Clean Start gave a presentation on the need for inclusivity and well-being in the early years of a child. The presentation highlighted the plight of the children accompanying their mothers in prison and the lack of deliberate



Children living in prison with their mothers at Nyeri Women Prison.

interventions to cater for their developmental needs in their early years. Clean Start became a member of the ECD Network for Kenya through the conference and has been creating awareness on the existence and the plight of the children of imprisoned mothers. We continue to call for an integrated ECD policy that promotes a multi-sectoral approach to all issues concerning young children through networking with ECD stakeholders as well as partnerships for ECD development in prisons for these children.

CLEAN START COACHING

Clean Start Coaching offered two core programmes: **The Spear Programme**, for imprisoned women and girls and **The Equipping for Change Programme** for prison officers.

The coaching programmes were adapted from the award-winning, evidence-based Spear Programme developed by the UK Charity, **Resurgo Trust**.

The Spear Programme - Skills for Life

This is a six-week attitudinal and behavior-change programme which empowers the women and girls, and helps them realize their full potential. The Spear Programme UK has trained over 5,000 young people from extremely disadvantaged backgrounds and has a 75% success rate of getting them into work or back into education or training.



Spear students in group discussion during the Coaching program at Langata Women Maximum Prison.



Clean Start coach presenting a Spear certificate to a girl accompanied by her mother during a graduation ceremony at Dagoretti Girls Rehabilitation School.



Dagoretti Girls Spear class in a group discussion during the Coaching program. (Teamwork at it's best practice).

The Spear Programme covered: Developing a positive mindset, building resilience and conflict resolution skills, developing communication skills, building self-confidence, teamwork, self-leadership and responsibility. This course had been customized for the Kenyan context and bore fruit in two correctional institutions: Dagoretti Girls Rehabilitation School and Langata women’s maximum prison in 2019.

In 2019, Clean Start partnered with Kenya’s Department of Children’s Services (DCS), Kenya Prisons service (KPS), the United Nations Office on Drugs and Crime (UNODC - regional office of Eastern Africa) and the Kenya Private Sector Alliance (KEPSA) to deliver the Spear Programme to women in prison and young girls in conflict with the law, prevent violent extremism through rehabilitation,

vocational training, social reintegration in correctional facilities in Kenya. This resulted in greater awareness of the programme leading to increased demand from the women inmates.

In 2019 a cohort of 60 girls from Dagoretti Rehabilitation School and 40 women from Langata Women Maximum prison graduated after completing the six-week life-skills Spear Program. The graduation brought together representatives from Resurgo Trust UK, United Nations Office on Drugs and Crime (UNODC - regional office of Eastern Africa), Kenya Private Sector Alliance (KEPSA), Imprint Africa, Department of Children's Services (DCS) and The Ford Foundation.

During the training, the trainees learnt a lot about Life Skills Indicators, against which they evaluated themselves and each other weekly with the help of the coaches. As they evaluated themselves, they found out that they had made significant improvements. They had moved out from their comfort zones and were ready to step out and 'just go for it'.

Equipping for Change

Clean Start, for the first time in 2019 delivered the Equipping for Change program in the highest training institute of Prison Officers in Kenya. Through Clean Start's Equipping for Change Program, officers acquired additional skills to apply in their daily work.

In 2019 Clean Start trained a total of 112 officers from the various institutions within the Kenya Prison service to be able to manage behaviors well and explore mindsets. In understanding different personalities, the officers expressed how important it was for them to understand why they behave as they do and why their colleagues do things the way they do.



Senior Prison Officers and Clean Start team during a graduation ceremony in Nairobi, Kenya. (Equipping For Change Program)

TOWARDS SUCCESSFUL TRANSITION AND REINTEGRATION OF WOMEN AND GIRLS IN THE JUSTICE SYSTEM.

Clean Start partnered with the United Nations Office on Drugs and Crime (UNODC - regional office of Eastern Africa) to organize a two-day Family Engagement event bringing together parents of girls undergoing The Spear Program at Dagoretti Rehabilitation School.

The purpose of the Family Engagement sessions was to raise parents' awareness about the effects of the Juvenile Justice System on their children and the gaps in the community that lead children to be institutionalized. It provided a platform for dialogue on the best practices that parents could adopt to avert their children from joining the institutions and on how they could provide a conducive environment for their children to thrive in when they return home.



Family engagement session with the parents of girls undergoing the Spear Program at Dagoretti Girls Rehabilitation School. (Towards a successful transition of girls in the Juvenile Justice System).

PARENTS' TESTIMONIALS FROM THE SESSION

'I had given up on this child and was ready to forget about her completely, but now I know that I also affected her life negatively by not paying attention to her needs.'

'I didn't know children were watching my actions.... I caused my child to run away. I will change.'

'From all that I have learned here, I will make sure I share this information with my neighbors so that their children don't end up here like mine.'

The clear impact of the event on the parents underlined the importance of engaging the families of girls undertaking the Spear Programme, laying the ground for their successful reintegration once they have left the institutions.

TRANSITION OF GIRLS INTO MAINSTREAM EDUCATION

Among the girls who were in the Spear Class in 2018 Clean Start managed to transition 7 girls into primary school and 6 girls were transitioned into high school.

“Education is the great engine of personal development. It is through education that a daughter of peasants can become a doctor, that the son of a mineworker can become a head of a mine; that a child of a farm worker can become the president of a great nation.”

Nelson Mandela.

Linda’s story

With the support of Clean Start, Linda joined a primary school in Homa Bay County in Kenya to continue with her primary education after leaving Dagoretti Rehabilitation School in 2018. The first interaction between Linda and Clean Start was during The Spear Program at Dagoretti Rehabilitation School in 2018. At the start of the program, Linda was very shy and could hardly give eye contact. But, at the end of the program, Linda was transformed. She had gained courage and confidence that made her stand out.

At the end of the program, Clean Start organized a graduation ceremony for the cohort. The event brought together families of the trainees to witness what impact the training has had on the girls. It is at this point that Linda’s father decided to take his daughter out of the institution before the term elapsed. Although her father was ready for her return, he had financial constraints and thus he requested assistance from Clean Start.

“As a parent, I am so grateful for the work you are doing with these girls. I do not know how to appreciate the work and transformation you have had in my girl. Now, I am ready to take my girl back home and enroll her in school. But I need Clean Start financial assistance to enroll her in school. If that is possible, I will be grateful”

Clean Start later supported Linda’s enrollment in school. Today Linda is in Class Four and her love, passion and positive attitude towards her education is encouraging. Her performance has improved tremendously from 100 marks to 330 marks (out of 500) attained during her end of term exams.

Her love for the new school is evident in the way she talks about it. She says she needs to work hard to join a national school. Linda is proof that if we come together to educate a girl, the future of our world is in safe hands.

TRANSITION INTO EMPLOYMENT.

The story of Lynn Ogonda

Lynn Ogonda was released from Langata Women Maximum Prison, equipped with skills and ready to start her life on a clean slate after serving her sentence. During her time in prison, Lynn was determined to bring the best out of the situation. She decided to enroll for Grade 1 and 2 dress making classes. At the end of her sentence, she had perfected her art, and this earned her a spot at Love Artisan Furniture owned by a lovely lady called Sarah Reeves. Love Artisan is a furniture company located at Ngong Road in Nairobi Kenya that harnesses artisan potential to create contemporary African furniture in Kenya.



August 2018, the Founder and Director of Love Artisan Sarah Reeves, had first-hand interaction with Clean Start during The Spear Program graduation ceremony at Dagoretti Rehabilitation School. At this point, she saw the impact of Clean Start programs on the girls and women in the correctional facilities and decided that she would support our vision. Love Artisan decided to take Lynn Ogonda, an overcomer, to become part of their team as a way of supporting Clean Start's vision of women finding sustainable employment after release. Lynn was the best candidate as she had the skills and knowledge, which the company required for that position. Lynn went through a short interview which she passed, and her orientation was done immediately. The company also assigned a trainer to her who was ready and happy to help her polish her skills to the organization's standards.

The owner of Love Artisan was impressed by Lynn's positivity and willingness to learn.

"Lynn is proceeding well. Her quality of work is good, and she is a team player which is great. I will have a sit down with her to make sure she feels supported. " Sarah Reeves.

EVENTS, AWARDS AND RECOGNITIONS.



Clean Start emerged as a Finalist in the 2019 Daima Trust DIAR AWARDS under the 'Diversity and Inclusion Award for The Best NGO Program on Human Rights Promotion' thanks to partners and friends. Clean Start was also awarded the 'Bold for Impact Award' by Jacob's Well Foundation, as part of this year's International Women's Day celebration.

Clean Start CEO, Teresa Njoroge, had the honor of speaking at the 2019 Soros Justice Fellowship Conference held in Atlanta Georgia.

The Soros Justice Fellowships fund outstanding individuals to undertake projects that advance reform, spur debate, and catalyze change on a range of issues facing the U.S. criminal justice system. The fellowships are part of a larger effort within the Open Society Foundations to reduce the destructive impact of current criminal justice policies on the lives of individuals, families, and communities in the United States by challenging the over-reliance on incarceration and extreme punishment and ensuring a fair and accountable system of justice. Clean Start CEO also joined the community to network and share the work of Clean Start, as an Open Society Foundation Human Rights Initiative Fellow, alongside four others in the same category. The conference was attended by 400 participants from across the US who have all been funded by the Open Society Foundation.

Clean Start CEO, Teresa Njoroge, also attended the 2nd Youth Summit at Strathmore University, Nairobi. The Kenya Youth Summit is held annually by the Youth Engagement Society, and its aim is to bring together the



Clean Start CEO -Teresa Njoroge engaging the youths during the 2nd Youth Summit at Strathmore University, Nairobi.

youth, young professionals, leaders, organizations and the Kenyan government to discuss various issues such as: education, employment/jobs health, ICT and social media, democracy (including participatory decision making), disruptive technologies, environment/climate change and more. 'We hope to work collaboratively across all sectors to not only inspire the youth but tap into them for solutions.'



Clean Start CEO - Teresa Njoroge speaking at the Kenya Institute for Public Policy Research and Analysis -KIPPRA during the 2019 Regional Conference.

The CEO of Clean Start also insightfully participated at the Kenya Institute for Public Policy Research and analysis – KIPPRA – 2019 Regional conference, which provided a platform to deliberate on policies, legislative, regulatory and administrative frameworks that support a gendered approach to development.

INTERNATIONAL JUSTICE DAY FOR PRISONERS CELEBRATIONS.

Kenya Prison Services, Clean Start and other organizations came together to bring the women at Thika Women Prison the International Prisoner Justice Day 2019 celebration with the theme: Promoting Access to Justice, Rehabilitation and Reintegration of Prisoners.



Kenya Prisons Service ,Clean Start and other stakeholders during the International Justice Day for Prisoners celebrations in Thika Men & Women Prisons, Kenya.



Fatihah Jasho one the Clean Start beneficiaries giving her speech during the International Justice for Prisoners.

International Justice Day for Prisoners, is commemorated yearly on 10th of August to remember Eddie Nalon, a prisoner who bled to death in a solitary confinement unit at Millhaven Maximum Security Prison, Canada, when the emergency call button in his cell failed to work. The day was officially set aside for prisoners and their supporters to honor the memory of those who have died unnatural deaths in prison and express solidarity with the millions of people on the inside of prisons who are demanding changes to a criminal justice system that dehumanizes and brutalizes

them. What started as a one-time event behind the walls of Millhaven Prison has become an international day of solidarity. Also present were ex-prisoners who highlighted how difficult it was to obtain necessary documentation, like a Certificate of Good Conduct, to enable them to get a job.

One of the women giving a presentation during the Prisoners Justice day celebrations, Fatiah Jasho is one of the Overcomers that Clean Start has supported in her catering services work. She mentioned that reintegration without reconciliation is also a challenge for those who were returning home as they were still viewed as outcasts and the communities became hostile to them.

PARTNERSHIPS AND FUNDRAISING

The purpose of the fundraising and partnership department at Clean Start is to spearhead fundraising and partnerships with likeminded organizations both locally and internationally. The partnerships and fundraising department works to ensure Clean Start reaches its funding targets and collaborates with other organizations to advance its vision and mission.

The mandate of this department is to:

1. Engage Donors and Development partners
2. Fundraising and proposal writing,
3. Management of high value fundraising projects
4. International partnership development (IPD) and mobilization of strategic resources to support Clean Start programmes.
5. Development of meaningful relationships with donors, corporates and individuals and ensure they feel a personal connection with Clean Start, our vision and especially the people we serve.

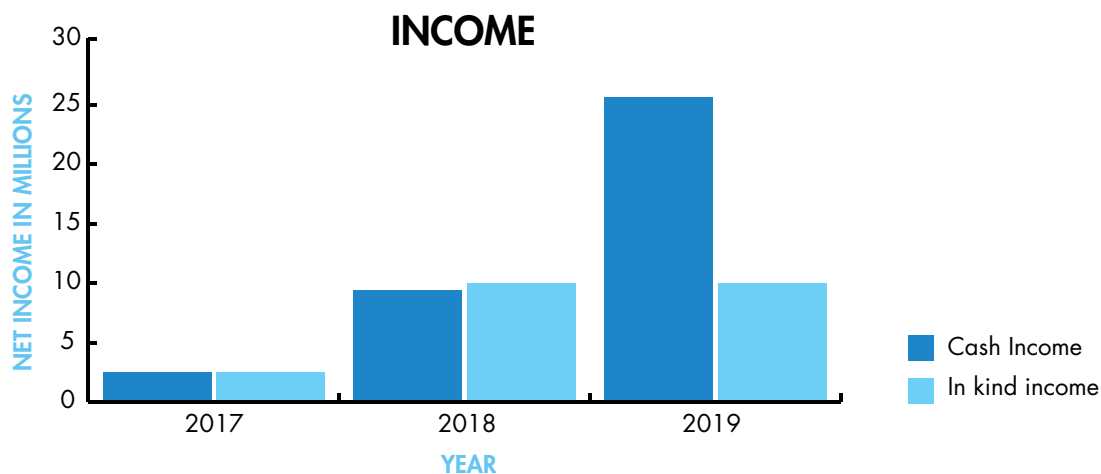
Since its inception towards the end 2019, the department has progressively grown and expanded Clean Start's network. Currently Clean Start works with over **13 different partners within the Criminal Justice System, Civil Societies, the private and public sector and the community.**

The partnerships and Fundraising department is working towards growing a stable, vibrant and sustainable organization with a strong economic base that is adaptable to changing conditions, having a broad base of community support, strong internal systems and becoming key champions of change within the Criminal Justice System. Our partners include:-

1. Kamili Kenya
2. FAWE Kenya – Forum for African Women Educationalist
3. GIVE DIRECTLY INTERNATIONAL
4. AGAPE Children's Network Kenya
5. A Candid Handbook For Women Doing Business In Kenya.
6. Imprint Africa
7. Green String Network Kenya
8. Warande Advisory Kenya
9. Kenya Women Finance Trust
10. Early Childhood Development Network Kenya
11. Strathmore Law Clinic Kenya (Strathmore University Kenya)
12. CAI – Creative Action Institute
13. SALAR – Student Association for Legal Aid and Research (University of Nairobi Kenya)

FINANCIAL SUMMARY

Income for Clean Start for the years 2017, 2018 and 2019 are represented in the graph below.



By 2019, Clean Start had started attracting institutional donors and other well-wishers. It became apparent that there was a need to consolidate its learning, sharpen its vision, mission and develop programmatic pillars that could steer it moving forward. The organization is still committed to delivering impactful pre- and post-release programs for imprisoned women that enable women to transition, reintegrate and access livelihood opportunities and reconciliation pathways that ensure they are citizens who are fully functional and contribute to society.

Clean Start has developed a transparent, robust financial system over the last five years that allows for effective operation. The organization has substantially diversified and consolidated its financial position to contain a mix of fixed and current assets. These assets comprise local and international brand recognition, patents, copyrights and other non-physical assets.

The future looks good. We are aware of the risks and challenges that lie ahead as we seek to scale our impact and improve the quality of our programs. We see this as a positive challenge that can be overcome through effective financial management and support from like-minded partners.

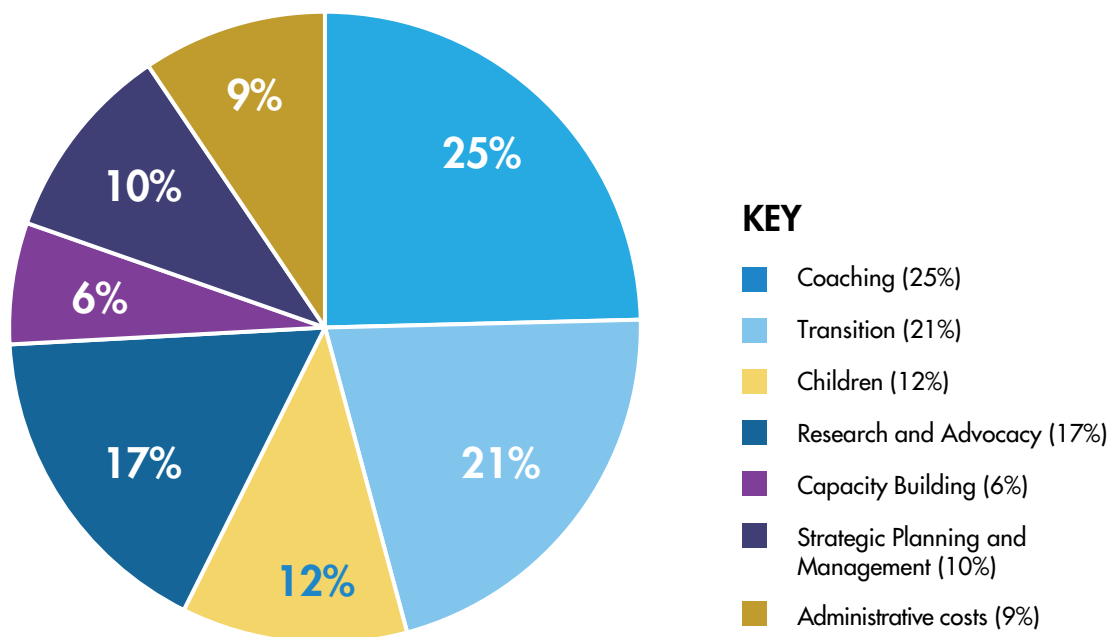
NOTE: Audited Financial Accounts are available on request.

2019 FINANCIAL REPORT

Expenditure 2019

Clean Start expenditures for the year 2019 by program activity are as follows.

Project Activity	Amount	Percentage cost
Coaching	5,150,370	24.60%
Transition	4,439,357	21.21%
Children	2,420,948	11.56%
Research and Advocacy	3,511,022	16.77%
Capacity Building	1,302,105	6.22%
Strategic Planning and Management	2,131,964	10.18%
Administrative costs	1,977,806	9.45%
Total Expenditure	20,933,572	100%



Financials 2019

Clean Start project activities comprise of:

1. Coaching: delivering life skills training to women and girls leaving prisons and capacity building training for prison staff.
2. Transition: reintegration of women and girls into society post release

3. Children: advocating for the rights of children living with their mothers in prison
4. Research and Advocacy: Collecting and analyzing data to inform the organization's work and spearheading policy reform in the criminal justice system
5. Capacity Building: Reinforcing Institutional capacity through internal resourcing and training.
6. Strategic planning: first strategic planning process for the organization, to chart out the organization road map for the next three years (2020 – 2023). This process was funded by Ford Foundation.

There is no way to fully express our gratitude for your loyalty. We at CLEAN START remain committed and determined in this transformational journey. We are continually inspired by the dedication and generosity of our donors and supporters like yourself who remain committed and determined in this transformational journey.

Thank you again for your compassionate support. We hope that you will continue to partner with us in our commitment to bridging the gap between prison and the community and ensuring we avoid the gaping trench in-between. We look forward to a continued partnership with you.

Sincerely,
Teresa Njoroge
CEO, Clean Start.

SOME OF OUR PARTNERS



Ministry of Interior and Coordination of National Government
State Department for Correctional Services
Probation and Aftercare Service



SUPPORTERS/DONORS/FUNDERS



FORD
FOUNDATION

THE OPEN SOCIETY INITIATIVE 
FOR EASTERN AFRICA



GREENWOOD PLACE

The Segelman Trust UK

Work Family Foundation



Clean Start team at their offices at Ginge road, Nairobi.

TO ENGAGE, VOLUNTEER OR DONATE?

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Twitter - **Clean Start Kenya**
You-tube - **CLEAN START**
LinkedIn - **Clean Start Kenya**
2. Feel free to contacts +254797535164 /+254752028122
3. Donate - Accepted payment methods (M-PESA, VISA, MasterCard, American Express and Paypal)

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