



Members of Brighter Communities, a Yetu CSO partner in Kericho.  
Credit: Aga Khan Foundation

# YETU INITIATIVE MID-TERM PERFORMANCE EVALUATION FINAL REPORT

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# **YETU INITIATIVE**

# **MID-TERM PERFORMANCE EVALUATION**

## FINAL REPORT

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### **DISCLAIMER**

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## ABSTRACT

Social Impact (SI) conducted this mixed-methods, mid-term evaluation of the Yetu Initiative for the United States Agency for International Development’s Kenya and East Africa Mission (USAID/KEA), an effort jointly funded with and implemented by the Aga Khan Foundation (AKF) to build the capacity of Kenyan civil society organizations (CSOs) to catalyze local support for local development needs. The evaluation seeks to learn from the strengths and limitations of the Yetu approach to inform local philanthropy strategies and practices. Of Yetu’s approaches, both bootcamps and subgrants – and most of their components – had a generally positive impact on many participating CSOs. The influence of regional workshops, blended learning, Yetu’s listserv and research were more variable. Outreach campaign tactics were seen slightly favorably, though were less effective outside of Nairobi. From a “philanthropy ecosystem” standpoint, Yetu has successfully built upon the local context and culture, strengthened organizations that carry out philanthropy ecosystem functions, and is exploring how to integrate these efforts into a sustained system. By design, Yetu has focused less on improving the enabling environment for philanthropy. In fact, while Yetu has addressed some of the endogenous barriers CSOs face to giving, Yetu was not designed to address the exogenous barriers around policy, legislation, and the individual and community factors that inhibit giving, though some preliminary, non-systemic progress toward the latter has been made. Though Yetu is not currently well-aligned with the USAID sub-intermediate result (IR) it falls under, it has contributed to USAID’s Development Objectives (DOs) focused on devolution as well as health and human capacity. By pursuing activities and CSO partners in counties outside Nairobi, Yetu also contributes to places of interest to USAID. Moving forward, USAID should consider supporting the Yetu-facilitated Collaborative Space as a convening entity, and better incorporating local and community philanthropy within its overall programming (not just Yetu).

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# ACRONYMS

<b>Acronym</b>	<b>Definition</b>
AKDN	Aga Khan Development Network
AKF	Aga Khan Foundation
CBO	Community-Based Organizations
CDCS	Country Development Cooperation Strategy
CoP	Community of Practice
CSO	Civil Society Organization
CSRG	Civil Society Reference Group
DAFNE	Donors and Foundations Network in Europe
DCHA	Democracy, Conflict, and Humanitarian Assistance
DGC	Democracy, Governance, and Conflict
DO	Development Objective
DRG	Democracy, Human Rights, and Governance
EAPN	East African Philanthropy Network
EI	Essential Infrastructure
EQ	Evaluation Question
ET	Evaluation Team
FGD	Focus Group Discussion
FY	Fiscal Year
GDA	Global Development Alliance
GI	Group Interview
ICM	International Consultancy Marketplace
IP	Implementing Partner
IR	Intermediate Result
ISP	Institutional Strengthening Plan
KAFP	Kenya Association of Fundraising Professionals
KCDF	Kenya Community Development Foundation
KEA	Kenya and East Africa
KII	Key Informant Interview
MIS	Management Information System
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
PII	Personal Identifying Information
PMP	Performance Monitoring Plan
SI	Social Impact
SMS	Short Message Service
SOO	Statement of Objectives
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USAID	United States Agency for International Development
WINGS	Worldwide Initiatives for Grantmaker Support



# EXECUTIVE SUMMARY

## EVALUATION PURPOSE AND EVALUATION QUESTIONS

The purpose of this evaluation as defined in the Statement of Objectives (SOO) (Annex A) is fourfold: 1) learn from the strengths and limitations of the Yetu approach, 2) explore how community philanthropy can be used to strengthen civil society and promote self-reliance in Kenya, 3) inform future engagement/support to Kenyan civil society and the next Country Development Cooperation Strategy (CDCS), and 4) strengthen the practice of community philanthropy by the United States Agency for International Development (USAID) and the Aga Khan Foundation (AKF).

The primary audience for this evaluation includes USAID/Kenya and East Africa (KEA) and AKF. The findings and recommendations will also be utilized by USAID/Washington and AKF to strengthen the practice of community philanthropy within their respective organizations and globally. Secondary users will include organizations functioning in the community philanthropy space.

The questions addressed through this evaluation were as follows:

1. Which local philanthropy tools and approaches supported through Yetu have been most successful, in what circumstances, and why? What are the prospects and limitations of these approaches being used under other circumstances (organization type and geography) or as a tool in other non-community philanthropy programming?
2. What aspects of the “philanthropy ecosystem” did Yetu address most effectively? Least effectively? Are there other factors that are important to achieving the long-term objectives that were not sufficiently addressed? Which ones and why?
3. How well does Yetu’s sustainability plan address the long-term viability of local philanthropy in Kenya?
  - a. What evidence is there that the participating CSOs will be able to generate local donations to support their operations in the future?
4. In what ways did Yetu’s design and implementation contribute, or not contribute, to USAID/KEA’s strategic priorities? How could the program be adapted to more directly and effectively to contribute to USAID/KEA’s strategic priorities? What, if any, principles and approaches promoted by Yetu could be incorporated into existing USAID/KEA’s programs to strengthen civil society legitimacy and sustainability?

## PROJECT BACKGROUND

While civil society plays a crucial role in developing a better quality of life, in Kenya, the sector has not been able to realize its full potential. As noted in the problem statement of AKF’s Program Description for Yetu, local alliances in support of civil society are inhibited due to a lack of: 1) trust, with many Kenyans perceiving civil society as corrupt and ineffective; 2) assets, with Kenyan civil society heavily reliant on foreign funding rather than local resources; 3) and capacity, as foreign investments in capacity building tend to focus on the specific competencies required to administer a donor grant. Missing is a broader focus on organizational sustainability and capacities (marketing, accountability, mobilization, etc.).

To address these challenges, the Yetu Initiative has focused on strengthening Kenyan CSOs to build their assets, capacity, and trust, thereby improving the ability of Kenyan CSOs to engage and catalyze citizen support for their missions. To this end, Yetu prioritizes the need for civil society to increase its linkages with the people of Kenya and with like-minded organizations, businesses, foundations, and governance structures. As an applied research project, over the initiative’s lifecycle, Yetu has continued to evolve, currently comprising 14 overlapping components. In 2018, Yetu began the process of creating a Collaborative Space to convene philanthropy ecosystem actors.

## **EVALUATION DESIGN**

### **DATA COLLECTION METHODS**

To conduct this mid-term performance evaluation of the Yetu Initiative, the evaluation team (ET) utilized a mixed methods evaluation design comprised of document review, key informant interviews (KIIs) and group interviews (GIs), and phone-based surveys. KIIs and GIs were conducted from September 3 to September 24, 2018, with 94 individuals (54 women) belonging to 40 organizations. A phone survey was administered by a local data collection firm from September 26 to October 12, 2018 to complement the qualitative data collection. Respondents representing 159 organizations participated in the survey including 119 that were matched to Yetu records as participants in Yetu's Subgrant approach, Bootcamp approach, Regional Workshop component, or Blended Learning initiative were surveyed. The question bank for interviews and phone survey can be found in Annex C and Annex D, respectively.

### **RESPONDENT SAMPLING**

In undertaking this evaluation, the ET categorized respondents into the following groups, from which they then sampled through both interviews and surveys: 1) CSOs that interacted directly with Yetu through subgrants, bootcamps, regional workshops, and the blended learning component; 2) Philanthropy Ecosystem Actors that help shape Kenya's philanthropy ecosystem, including Yetu Implementing Partners (IPs) and Other Philanthropy Ecosystem Actors; 3) Yetu Framework Organizations, who are individuals from USAID and AKF involved in setting up and funding Yetu; and 4) Other Respondent Groups, including Kenya Government-affiliated entities and private community members engaged in the efforts of Yetu-supported CSOs.

## **FINDINGS AND CONCLUSIONS**

### **COMMUNITY PHILANTHROPY AND YETU'S DEVELOPMENT HYPOTHESIS**

Community philanthropy is still an evolving field. While basic principles of community philanthropy – such as strengthening capacity, leveraging local assets, and fostering trust – are generally agreed upon, specific definitions often vary as do the ways in which these principles are incorporated into programs. Though it is possible that a program focused solely on community philanthropy may be designed and implemented, the emphasis is usually on incorporating aspects or principles of community philanthropy into more traditional programs.

The Yetu initiative fits into this latter category. Yetu's development hypothesis emphasizes both CSO capacity strengthening and community philanthropy, though its performance monitoring plan (PMP) and activities primarily focus on the former based on the ET's definition of community philanthropy. As per semi-annual and annual reports and aligned with its PMP, Yetu has made considerable strides in achieving or exceeding the targets it had developed with USAID and set out to achieve by strengthening CSOs. For instance, as of its fourth year, Yetu had exceeded by 460,000 USD its goal of leveraging one million USD in resources for local development needs. Similarly, 37 target CSOs have fundraising plans in place and being implemented, compared to a target of six. However, as Yetu focused more on strengthening CSO capacity and asset mobilization and less on downward accountability to and decision-making with the communities with which they most directly engage, the ET believes that the Yetu initiative is better conceptualized as local or Kenyan philanthropy rather than community philanthropy.

Since an underlying premise of this evaluation was to explore Yetu as a community philanthropy initiative, this distinction is important. While the ET does not consider the Yetu Initiative to be community philanthropy per se, in the ET's estimation, it certainly would be considered local philanthropy. Viewed this way, the ET believes that many of the strengths, limitations, and good practices of Yetu can be used to inform better local philanthropy in Kenya and beyond.



## EQ1: SUCCESS OF TOOLS AND APPROACHES

This section explores the relative success of Yetu's local philanthropy components and their prospects of being used in other circumstances and programming. The reader is encouraged to examine Annex E, which briefly describes these components and approaches.

**Organizational Capacity Assessments (OCAs).** Subgrantees acknowledged that OCAs strengthened their organizations by identifying their organizational gaps and by helping them identify the risks they faced, such as lapsed registration. As OCAs were implemented in various places and with CSOs with various sectors, they have high utility for programming beyond Yetu.

**Ongoing Support to Campaigns / Grants to Seed Campaign Work.** Campaign support and grants allowed CSOs to expand their reach and conduct campaigns they otherwise would not have attempted, with this support evolving over time for newer participants. Campaign support and grants can be used across sectors and locations, though the intensity of support makes bootcamps more viable.

**CSO Certification.** For those who attempted it, the certification process was successful, as it led to organizational growth and conferred greater legitimacy for CSOs when approaching donors. As there seems to be demand from non-subgrantee CSOs as well, certification has wide applications across sector or geography, assuming the price point is right, and the certifying organization is able to resume operations.

**Bootcamp Workshop Series.** CSOs that took part in bootcamps noted an improved awareness of how to ask and from whom to ask. Bootcamps also improved participant perceptions toward the value of in-kind giving. They have high utility for organizations across locations though were not as helpful for more established CSOs.

**Twinning/Peer Learning.** Twinning/Peer Learning was found to be effective when paired organizations completed the bootcamp and when distance and organizations' sectors of focus was considered.

**Coaching/Mentorship.** Coaching was successful regardless of the type of organization. Those located outside of Nairobi noted issues with connectivity, and voiced preference for in-person meetings.

**E-Philanthropy (M-Changa).<sup>1</sup>** Most CSOs appreciated having the M-Changa platform available as it helped expand the base of giving. Though CSOs did not meet their own targets through it, they see its potential. Some took issue with the platform's fees. It has already been used by organizations of various sizes and locations, though accessibility issues make it harder for some potential donors to utilize.

**Matching Funds.** Matching funds were successful, as they catalyzed donors to give more and CSOs to work harder to increase the payout. The challenges were around implementation and communications, such as the timely distribution of matching funds. Matching funds have the potential to be used across sectors and locations; suggestions to further strengthen matching funds are in the recommendations.

**Private Sector Giving.** CSOs acknowledged that private sector (or corporate) giving had potential, but the extent to which CSOs were able to catalyze this varied greatly. There is also considerable disparity in the amount and willingness of the private sector to give based on factors such as business size, location, time of year private sector actors are approached, and the goals of the CSO.

**Community of Practice (CoP) Listserv:** As the CoP Listserv was sparingly used by CSOs, the ET does not consider the listserv successful. However, complementary avenues of information exchange set up during bootcamps by Yetu, such as WhatsApp groups, are more effective across locations.

**Research.** Though not consumed by all respondents, many of the CSOs found research to be useful, and some of the other organizations interviewed believed it contributed significantly to the discourse around

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<sup>1</sup> The e-philanthropy platform M-Changa is an online platform that allows individuals to support causes they come across on the website. A similar platform to M-Changa is GlobalGiving.

local philanthropy. Since the research itself focused on various elements of giving in Kenya, the ET believes that it has high utility for CSOs beyond those engaged in community philanthropy.

**Regional Workshops.** Rates of applying content from regional workshops varied considerably, making it challenging to determine if regional workshops were successful. Additional consideration needs to be given to how regional workshops might be made more affordable and offer much more in-depth and on-going support.

**Blended Learning.** Given that many blended learning respondents also participated in other Yetu components, success is hard to gauge. However, the implementing organization has taken strides to improve the blended learning experience by making courses available offline. Conducting in-person sessions in counties outside of Nairobi would allow for more complementary learning opportunities for CSOs of all sizes.

**Outreach Campaign Tactics.** Surveyed organizations were asked to rate the effectiveness of various outreach campaign tactics. Respondents tended to evaluate all the tactics positively; however, there was some variation. Short message service (SMS) marketing was perceived as the least effective, while social media and digital engagement were considered more effective. There was a notable difference in how Nairobi and CSOs based outside of Nairobi assessed the various tactics, with CSOs based outside of Nairobi rating all but one tactic less effective than their Nairobi counterparts.

## EQ2: PHILANTHROPY ECOSYSTEM

As per the SOO, this evaluation question (EQ) had the ET examine which of four aspects of Kenya's philanthropy ecosystem – as identified by the Worldwide Initiative for Grantmaker Support (WINGS) – Yetu addressed most and least effectively. However, examining Yetu retroactively through this lens may highlight shortcomings that Yetu was not formulated to deal with.

The evaluation found that, for the most part, Yetu effectively sought to find alternatives to the Anglo-American model of philanthropy. Furthermore, while there is evidence to support the idea that Yetu has begun to support and bring about improvements in organizations performing diverse philanthropy functions, there is insufficient evidence to suggest that this has been integrated or synchronized into a system. Upward and downward accountability systems have been strengthened, though much work remains. The Collaborative Space constitutes an important pathway by which to build Yetu's successes into a system and address many of the pending elements of the philanthropy ecosystem. Going forward, though it may not have been part of the program design, Yetu should consider focusing on the legal and regulatory environment or tax structures that impact the CSOs Yetu has worked with. Additionally, if Yetu seeks to empower and strengthen communities by having citizens lead in addressing their own needs, other concepts and processes of community philanthropy need to be better incorporated into Yetu. Strengthening CSOs and the philanthropy ecosystem are important interventions, but more attention needs to be paid to strengthening relationships and trust with the communities to better engage the citizen base, as strengthening CSOs and ecosystem actors alone may – but will not necessarily – result in this.

## EQ3. YETU'S COMPONENTS AND THE LONG-TERM VIABILITY OF LOCAL PHILANTHROPY

Yetu's work to date, by design, strongly focuses on addressing the barriers faced by CSOs to better generate giving from local philanthropy sources through a focus on strategic communications and fundraising. Some CSOs are changing community perceptions that CSOs are the ones that give and, by better accounting to communities on how they are using resources, CSOs may be chipping away at issues of trust. That said, going forward, more focus on environmental or policy barriers that inhibit giving and on individual and community barriers to giving would be beneficial to the overall aims of the initiative. Attempting to address individual and community barriers with a select number of CSOs – as opposed to with communities – is unlikely to shift some of the individual-level barriers to giving in a way that can be scaled.

Going forward, Yetu should also consider training participating institutions and CSOs in community philanthropy, the models and techniques of which ensure the longer-term viability of local philanthropy.

Though Yetu has intentionally worked with local partners to continue implementing the components it supported, thus far, there has been less progress on sustaining this support through an overarching formal organization to build upon Yetu's efforts once the initiative comes to an end.<sup>2</sup> The proposed Collaborative Space creates avenues to address philanthropy ecosystem gaps (EQ2) and unaddressed barriers (EQ3) in the long run by establishing a convening space for Philanthropy Ecosystem Actors.

### EQ3.1. CSO ABILITY TO SUPPORT OPERATIONS IN THE FUTURE

The CSOs with which Yetu engaged believe that the number of volunteers, amount of in-kind giving, and number of donors will increase in 2018 over 2017. Additionally, respondents were highly optimistic about 2019, expecting community engagement activities to increase. Respondents also highly valued local resource mobilization, recognizing its value, which justified the costs. A small majority agreed that it made more financial sense to seek grants from foreign donors than engage in community outreach. This might be explained by the fact that CSOs perceived proposal writing as simpler and more cost-effective and CSOs faced limited resources that inhibit local resource mobilization. Furthermore, changing perceptions alone may not necessarily mean CSOs will be able to generate local donations to support their operations in the future without addressing exogenous barriers.<sup>3</sup> The CSOs that have engaged with Yetu are much more inclined and will be better able to generate local donations to support their operations in the future. However, this neither means that local donations alone will be adequate to sustain these CSOs, nor that these CSOs will necessarily be able to generate sufficient local donations.

### EQ4. YETU AND USAID PRIORITIES

Yetu has been aligned with USAID/KEA's strategic priorities through sub-intermediate result (sub-IR) 1.3.1 "Capacity for civic engagement improved", the higher-level IR for which is an "Informed and empowered citizens participate in county affairs." However, Yetu focused on strengthening the resource base and sustainability of CSOs which can but does not necessarily translate into improved *citizen* capacity for civic engagement or more informed and empowered *citizens* participating in county affairs without specific attention being paid to those issues. Nevertheless, Yetu-supported CSOs have successfully received support from county governments and are more likely to hold county governments accountable. Similarly, Yetu-supported CSOs have focused on a range of topics – including education, health, youth development and gender equality – that USAID/KEA focuses on in its CDCS 2014-2018. Yetu-supported CSOs also work in places and with groups that are of strategic priority to USAID/KEA.

Yetu can be adapted in two ways to contribute more directly and effectively to USAID's strategic priorities. First, potential functions of the Collaborative Space may involve helping the Government of Kenya better engage with non-government actors and helping CSOs better leverage private sector resources, which align with sub-IRs in the CDCS. Second, community philanthropy concepts, as defined by the ET above, align well with many of USAID's sub-IRs. Incorporating these concepts into Yetu would help it fit better within USAID/KEA's CDCS (including sub-IRs 2.2.3, 1.3.2, and 1.3.1).

Finally, some of Yetu's principles and approaches may be used by USAID to further strengthen civil society. For instance, USAID can encourage the CSOs with which it engages in sectors and places of interest to get involved with the Collaborative Space and bootcamps.<sup>4</sup> USAID can also draw on modules that have been developed by AKF on accountability systems and community engagement. CSOs supported through USAID programming should also be encouraged to approach county governments when mobilizing local resources. Finally, USAID should encourage the CSOs it supports to engage in the CSO certification process.

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<sup>2</sup> In the short term, it is likely that AKF East Africa – a locally-registered entity that is part of the broader AKF and AKDN which is headquartered in Switzerland – will continue to serve a convening role among local partners. As of publication of this report, an option for merging the collaborative space efforts with an existing local Kenyan institution were being explored.

<sup>3</sup> Exogenous implies that the factors that inhibit giving stem from outside of the CSOs, such as personal factors that impede individuals from giving, challenges with legislation that inhibit giving, and so forth.

<sup>4</sup> The ET understands that USAID has select CSOs it works with to participate in the third bootcamp cohort.

# EVALUATION OVERVIEW

## EVALUATION PURPOSE AND AUDIENCE

The purpose of this evaluation as defined in the Statement of Objectives (SOO) included in Annex A was to:

- Learn from the strengths and limitations of the Yetu approach, including identifying good practices in community philanthropy used by the initiative.
- Explore how community philanthropy can be used to strengthen civil society and promote self-reliance in Kenya.
- Inform future engagement/support to Kenyan civil society and the next Country Development Cooperation Strategy (CDCS).
- Strengthen the practice of community philanthropy by the United States Agency for International Development (USAID) and the Aga Khan Foundation (AKF).

The primary audience for this evaluation includes USAID/Kenya and East Africa (KEA) and AKF/East Africa which will use this evaluation to inform future engagement/support to civil society across their development objectives (DOs). The findings and recommendations will also be utilized by USAID/Washington's Bureau for Democracy, Conflict, and Humanitarian Assistance and Center for Democracy, Human Rights, and Governance (DCHA/DRG) and AKF/USA to strengthen the practice of community philanthropy within their respective organizations and globally.

The SOO envisions that other organizations functioning in the community philanthropy space will be secondary users of this evaluation. This would include, but is not limited to, organizations such as the Global Alliance for Community Philanthropy and its constituent members.

## EVALUATION QUESTIONS

This evaluation seeks to address the following four evaluation questions (EQs) and associated sub-questions:

1. Which local philanthropy tools and approaches supported through Yetu have been most successful, in what circumstances, and why? What are the prospects and limitations of these approaches being used under other circumstances (organization type and geography) or as a tool in other non-community philanthropy programming?
2. What aspects of the "philanthropy ecosystem"<sup>5</sup> did Yetu address most effectively? Least effectively? Are there other factors that are important to achieving the long-term objectives that were not sufficiently addressed? Which ones and why?
3. How well does Yetu's sustainability plan address the long-term viability of local philanthropy in Kenya? What evidence is there that the participating CSOs will be able to generate local donations to support their operations in the future?
4. In what ways did Yetu's design and implementation contribute, or not contribute, to USAID/KEA's strategic priorities? How could the program be adapted to more directly and effectively contribute to USAID/KEA's strategic priorities? What, if any, principles and approaches promoted by Yetu could be incorporated into existing USAID/KEA's programs to strengthen civil society legitimacy and sustainability?

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<sup>5</sup> See Barry Knight. (2018) "What Makes a Strong Ecosystem of Support to Philanthropy?" Worldwide Initiative for Grantmaker Support.

# PROJECT BACKGROUND

## ACTIVITY BACKGROUND: THE YETU INITIATIVE

Activity Name	Yetu Initiative
Program	USAID/KEA Democracy, Governance, and Conflict (DGC) Office
Implementing Partner (IP)	AKF
Award Number	AID-615-A-14-00002
Original Funding	Approximately \$6 million (\$2.9 million USAID, \$2 million AKF USA, \$1 million donations) <sup>6</sup>
Award Dates	10/1/2014- 9/30/2019
Activity location	Kenya
DOs	DO 1 primarily, also supports DOs 2 and 3
Period to be evaluated	Program inception to date
Agreement Officer Representative	Faye Haselkorn

The AKF<sup>7</sup> has been co-financing and implementing a USAID five-year Global Development Alliance (GDA), initially valued at approximately \$6 million.<sup>8</sup> The purpose is to build the capacity of Kenyan CSOs to catalyze local support for local development needs. As noted in AKF’s program description, the program, known as the Yetu Initiative, endeavors to help Kenyans come forward and say: “These are our concerns, these are our solutions, and these are our contributions.”<sup>9</sup>

While civil society plays a crucial role in developing a better quality of life, in Kenya, the sector has not been able to realize its full potential. As noted in the problem statement of AKF’s Program Description for Yetu, local alliances in support of civil society are inhibited due to a lack of: 1) **trust**, with many Kenyans perceiving civil society as corrupt and ineffective and negative stories of the sector outweighing positive stories; 2) **assets**, with Kenyan civil society heavily reliant on foreign funding which reduces incentives for CSOs to build local alliances and mobilize local support for their work; and 3) **capacity**, as foreign funders to Kenyan CSOs have invested heavily in capacity building, though this has often been for specific competencies required to administer a donor grant rather than a broader focus on capacities that foster organizational sustainability, such as marketing, accountability, networking, government engagement, mobilization, and communications.<sup>10</sup>

To address these challenges, the Yetu Initiative has focused on strengthening the capacity of Kenyan CSOs to build their trust, assets, and capacity, thereby improving the ability of Kenyan CSOs to engage and catalyze citizen support for their missions. To this end, Yetu prioritizes the need for civil society to increase its linkages with the people of Kenya and with like-minded organizations, businesses, foundations, and governance structures.

<sup>6</sup> As of publication of this report, USAID had made what was expected to be its final obligation, reflecting a reduction in its contributions to \$2.45 million.

<sup>7</sup> AKF has received support from several local partners to help implement Yetu, identified in the sample section below

<sup>8</sup> Though initially four years, the GDA has since been extended to include a fifth year.

<sup>9</sup> Aga Khan Foundation U.S.A. (2014) Attachment B – Program Description.

<sup>10</sup> *Ibid.*

## ACTIVITIES/COMPONENTS

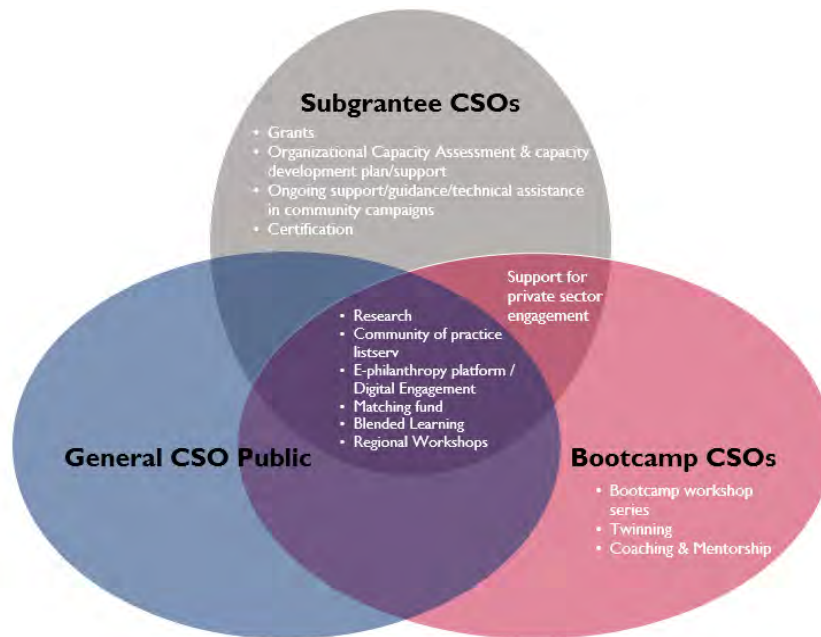
Yetu’s objectives are three-fold. Yetu was initially comprised of the following activities as they correspond to the three objectives:

**Table 1: Yetu Initiative objectives and main activities at inception**

Objectives	Activities
Objective 1: Build at least eight alliances between CSOs, foundations, and businesses, which mobilize at least \$1 million in assets in support of identified development needs	1.1 Steering Committee priority identification 1.2 Fostering business/CSO partnerships 1.3 Strategic communications support to Local CSO Partners 1.4 Targeted community engagement efforts
Objective 2: Improve the organizational capacity of 200 Kenyan CSOs, enabling stronger development outcomes	2.1 Assessment/Audit of Local CSO Partners 2.2 Private sector mentoring 2.3 Targeted capacity building 2.4 E-Learning platform implementation
Objective 3: Improve the Kenyan cultural and technological environment for community philanthropy.	3.1 E-philanthropy Platform implementation 3.2 Crowd-sourced fundraising 3.3 Policy environment advocacy contributions

As an applied research project, over the initiative’s lifecycle, Yetu continued to evolve, eventually encompassing several different components as they pertain to different CSO audiences. A description of these components, with the CSOs they are focused on, has been included in Annex E.

**Figure 1: Components of Yetu as they pertain to different CSO audiences**





# EVALUATION DESIGN

## DATA COLLECTION METHODS

To conduct this mid-term performance evaluation of the Yetu Initiative, the evaluation team (ET) utilized a mixed methods evaluation design comprised of a document review, key informant interviews (KIIs) and group interviews (GIs), and phone-based surveys conducted by the local data collection firm subcontracted by Social Impact (SI). In so doing, the survey provided the evaluation with “breadth,” while the qualitative research with a smaller number of organizations allowed for greater “depth.” The evaluation kickoff call with USAID occurred on August 30 and the draft evaluation report was submitted on November 1. The final report was submitted on January 25.

The ET and local data collection firm collected respondents’ verbal informed consent for any qualitative data collection or phone surveys conducted. Furthermore, the ET ensured data confidentiality in that only the ET and the local data collection firm, following SI’s strict procedures for securing and sharing data, were privy to respondent data and personal identifying information (PII). Raw data and PII have been stored on SI’s SharePoint, a password protected and secure data management platform.

### DOCUMENT REVIEW

Prior to field deployment, the ET reviewed Yetu documents to understand the activity design and implementation, extract findings relevant to the EQs, and inform data collection protocol development so that instruments appropriately supplemented background documents information. During the in-brief and following the exit brief, the ET requested and received additional documents from USAID/KEA and AKF for the ET’s perusal. A full list of documents can be found in Annex F.

### KEY INFORMANT AND GROUP INTERVIEWS

From September 3 to 24, 2018, the ET traveled around Kenya to conduct KIIs and GIs. In total, the ET conducted interviews with 94 individuals (including 54 women) belonging to 40 organizations. Findings from the interviews contributed to the ET’s responses to all EQs. The ET conducted the majority of these interviews face-to-face in Kenya, with a small number conducted remotely (via phone or Skype). The sampling section below breaks down the respondents in greater depth.

Each structured interview was guided by an interview protocol adjusted for different types of respondents and was conducted in English. The question bank from which interview questions were derived can be found in Annex C. Interviews with select AKF staff – especially those conducted after the initial few days of fieldwork – were semi-structured to allow the ET the flexibility to vet some of the preliminary findings and gaps that the ET had identified during earlier parts of the data collection process.

### PHONE SURVEY

To complement the qualitative data, SI staff oversaw a survey of CSOs that have participated in the Yetu Initiative (e.g., through Subgrants, Bootcamps, Regional Workshops or Blended Learning). To ensure a higher response rate, SI contracted Nairobi based Dalberg Research to conduct the survey as a phone survey. The survey took place between September 26 and October 12, 2018 and included a variety of topics, including experiences with the Yetu Initiative, perception of Yetu impact, perceptions of diverse community engagement strategies, and attitudes toward philanthropy, among others. The phone survey questions can be found in Annex D. Surveys were conducted with a “leader” in the organization, such as the chairperson of the Board of Directors, the Executive Director, or a director of programming or community engagement.

## RESPONDENT SAMPLING

### SYNTHESIS OF QUALITATIVE INTERVIEW SAMPLING

KIIs and interviews were conducted with diverse groups, including CSOs, philanthropy ecosystem actors, Yetu implementing partners (IPs) and AKF, USAID, and Kenyan government officials. CSOs included CSOs directly engaged with Yetu through subgrants, bootcamps, regional workshops, and the blended learning initiative. Though most informants were located in Nairobi, the ET also collected data from CSO respondents outside of the capital. To this end, the ET conducted KIIs and GIs in the following locations: Eldoret, Homa Bay, Kericho/Londiani, Kiambu, Kilifi, Kisumu, Mombasa, Nairobi, and Nyeri. These locations were chosen as they offered a diversity of locations with larger numbers of CSOs to interview and relatively easier access, thus maximizing the number of respondents with whom the ET might speak. Given security restrictions on travelling and distance, the ET also conducted phone-based interviews with CSO respondents in Nyandarua and Isiolo counties. Table 2 provides a summary of respondents and organizations interviewed. More detail on sampling of organizations is provided in Annex B and a full list of organizations interviewed can be found in Annex G.

**Table 2: Interview respondents and their representative organizations or groups**

Type of Organization	Number of Respondents [Women]	Number of Organizations / Groups
CSOs: Subgrants Approach	26 [17]	8
CSOs: Bootcamp Approach	15 [10]	8
CSOs: Regional Workshop Approach	9 [6]	5
CSOs: Blended Learning Initiative Approach (only) <sup>11</sup>	1 [0]	1
Yetu Implementing Partners	13 [8]	7
Other Philanthropy Ecosystem Actors	4 [1]	3
USAID/KEA (Yetu-engaged staff; non-Yetu staff)	8 [3]	2
AKF (Yetu staff; AKF Kenya and AKF USA staff)	8 [5]	2
Kenya Government-Affiliated	2 [0]	2
Local Community Members	8 [4]	2
Total	94 [54]	40

### SYNTHESIS OF CSO SURVEY SAMPLING

In total, 159 organizations responded to the survey of a population of 211 organizations that Yetu identified as having had some involvement with the initiative, representing a 75 percent response rate.<sup>12</sup> The survey offers a valuable complement to the qualitative data in this report. In interpreting the results,

<sup>11</sup> The figures for the blended learning initiative include only those organizations who exclusively participated in blended learning initiative only and not the other Yetu approaches (subgrant, bootcamp, and regional workshop). This has been done to avoid double-counting respondents in the sampling table.

<sup>12</sup> AKF provided a sampling frame with 260 entries. After duplicate organizations were removed, which were common given that Yetu often had more than one participant or point of contact per organization, there were 211 organizations. Twenty-one organizations could not be contacted and another 33 did not participate.

it is important to keep in mind that the population of interest are Yetu involved organizations and that this is not intended to be a representative sample of Kenyan CSOs. Non-responses could introduce some bias in generalizing to Yetu involved organizations. The following table synthesizes organizations categorized by the components that they participated in within Yetu. Fifty-two percent of respondents representing these organizations were female.

**Table 3: Organizations categorized by the component of Yetu in which they participated**

Type of CSO <sup>13</sup>	Number of Respondents [Women]
Subgrantee participant	7 [4]
Bootcamp and Blended Learning participant	13 [6]
Bootcamp participant	19 [8]
Blended Learning only participant	51 [28]
Regional Workshop only participant	30 [17]
Non-Yetu beneficiary	40 [20]
Total	159 [83]

## DATA ANALYSIS

Given the mixed methods approach utilized in this evaluation, the ET employed data triangulation, an analysis strategy in which data sources are analyzed independently, in parallel, and then compared. Findings from each data set was then used to inform and explain findings across data types for each EQ.

The ET undertook qualitative data analysis through a mixed coding process. This involved initially setting up themes and sub-themes under which to categorize extracts from interviews, and subsequently applying codes to the thematically categorized notes. This iterative thematic categorization throughout data collection enabled the ET to incorporate additional areas for exploration by identifying unanticipated results and outcomes. The ET also employed a preliminary findings, conclusions, and recommendations matrix, stratified by EQ, to collect and collate key outcomes of the evaluation.

Through this process, the ET employed several data analysis methods to identify key findings from the collected data, draw conclusions, and make recommendations. These include content analysis, trend analysis, gap analysis, comparative analysis, and gender analysis. These are explained in greater detail in Annex B.

Quantitative data is triangulated with qualitative data throughout the report and in Annex H. For much of the analysis in the body of the report we focus on the 119 beneficiaries that have either participated in Yetu as a subgrantee, a bootcamp participant, in blended learning, or in a regional workshop. In addition, a regression analysis of phone survey results explores variation in financial contributions, the number of donors, and the number of volunteers across all 159 organizations.

<sup>13</sup> The figures in this table reflect the approaches an organization directly engaged with. Since some organizations engaged with multiple approaches, these are not exclusive categories. An organization may have attended bootcamps and blended learning, for example. The total number of unique respondents was 119.

## LIMITATIONS

The ET was aware of several possible bias and limitation risks in data collection and analysis. These include (a) recall error, including Yetu participation and outcomes, (b) potential social desirability bias that might have led interviewees to report what they thought the ET wanted to hear, (c) non-response bias, as some of those who declined to participate in interviews or the survey might have held different views than those that did participate, (d) a small sample size of donors and community members contributing to Yetu involved CSOs, and (e) respondent and research fatigue. These are explored in more detail along with mitigating strategies in Annex B.

## FINDINGS AND CONCLUSIONS

This section synthesizes the evaluation’s main findings and conclusions, presented by EQ, beginning with a discussion of community philanthropy and Yetu’s Development Hypothesis.

### COMMUNITY PHILANTHROPY AND YETU’S DEVELOPMENT HYPOTHESIS

As noted in the SOO, the purpose of this evaluation is “to learn from the experiences in Yetu: the strengths, limitations and good practices of community philanthropy as practiced in the initiative.” To this end, before exploring the findings associated with each EQ, this section explores Yetu from the standpoint of a community philanthropy initiative, as this analysis will help frame many of the ET’s findings, conclusions, and recommendations.

Community philanthropy is still an evolving field. While basic principles of community philanthropy, such as strengthening capacity, leveraging local assets, and fostering trust, are generally agreed upon,<sup>14</sup> specific definitions often vary as do the ways in which these principles are incorporated into programs. Though it is possible that a program focused solely on community philanthropy may be designed and implemented, the emphasis is usually on incorporating aspects or principles of community philanthropy into more traditional programs.

The Yetu initiative fits into this latter category. The development hypothesis for Yetu began with a discussion of community philanthropy. It described it as a practice whereby “*citizens lead in addressing their own needs and mobilizing their own resources – financial, civic, social, human, political and intellectual.*”<sup>15</sup> This definition aligned with the central ideas that 1) community members often know better what is good for their community compared to outsiders and 2) that community members are more likely to be committed to a project in the long term if it was theirs from the start.<sup>16</sup> The hypothesis went on to state that this practice of community philanthropy “*enhances local ownership and empowerment, strengthens connections between communities and organizations that represent them, reduces donor dependency and creates greater impact.*”<sup>17</sup> Aligned with the notions underpinning community philanthropy, this statement places an emphasis on community empowerment and strengthening.<sup>18</sup>

Yetu’s program description also states – and interviews with former and current AKF staff involved with Yetu reinforces – that “*the Yetu Initiative focuses on Civil Society Organizations (CSOs) as the key leverage point for catalyzing community support for local development issues*” and that “*this Initiative will build the capacity of civil society to carry out more effective Strategic Communications that enhance public understanding and trust in*

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<sup>14</sup> Hodgson, J and Knight B. 2016. “The rise of community philanthropy” in Alliance Vol 21 no.4.

<sup>15</sup> Aga Khan Foundation U.S.A. (2014) Attachment B – Program Description.

<sup>16</sup> Hodgson, J and Pond, A. 2018. How Community Philanthropy Shifts Power What donors can do to make that happen. Global Fund for Community Foundations and the Global Alliance for Community Philanthropy. (page 7).

<sup>17</sup> Aga Khan Foundation U.S.A. (2014) Attachment B – Program Description.

<sup>18</sup> Hodgson, J and Knight B. 2010. More than the poor cousin? The emergence of community foundations as a new development paradigm. Global Fund for Community Foundation (page 8)

CSOs over the long-term.”<sup>19</sup> This CSO capacity strengthening included attention to the improved use of social media, public sector engagement, media campaigns, community outreach, and reporting on impact and results. Yetu’s performance monitoring plan (PMP) further highlights this focus on CSO strengthening, with Yetu’s indicators focused on areas such as CSO capacity and resources leveraged.

Yetu’s development hypothesis thus emphasizes both CSO capacity strengthening and community philanthropy; however, its PMP and activities primarily focus on the former. As per semi-annual and annual reports and aligned with its PMP, Yetu has made considerable strides in achieving or exceeding the targets it had developed with USAID and set out to achieve by strengthening CSOs. For instance, as of its fourth year, Yetu had exceeded by 460,000 USD its goal of leveraging one million USD in resources for local development needs. Similarly, 37 target CSOs have fundraising plans in place and being implemented compared to a target of six.<sup>20</sup> However, focusing on strengthening CSOs without emphasizing downward accountability and decision-making represented a missed opportunity for empowering local communities, an important goal in community philanthropy studies and practice.<sup>21</sup>

To this end, rather than community philanthropy, the ET believes that the Yetu initiative might be better conceptualized as local philanthropy. Whereas community philanthropy emphasizes greater community voice, community agency, and community strengthening,<sup>22</sup> the Yetu Initiative, with its focus on CSOs and the mobilization of domestic resources for organization health and sustainability, might instead be considered local or Kenyan philanthropy. As an underlying premise of this evaluation had been to explore Yetu as a community philanthropy initiative, this distinction is important. Nonetheless, the ET believes that many of the strengths, limitations, and good practices of Yetu can be used to inform better local philanthropy in Kenya and beyond.

## **EQ1: SUCCESS OF TOOLS AND APPROACHES**

*Which local philanthropy tools and approaches supported through Yetu have been most successful, in what circumstances, and why? What are the prospects and limitations of these approaches being used under other circumstances (organization type and geography) or as a tool in other non-community philanthropy programming?*

Based on the list of components provided by AKF, the ET drew on both interview and survey data to explore which of these components have been successful and the circumstances and reasons that might have impacted success. Importantly, this analysis does not seek to critique the Yetu Initiative overall. Rather, it explores the various components that Yetu supported, and lays out factors that led to or inhibited success. A synthesis of these components can be found in Annex E. The second part of this EQ focuses on each components’ practicality to be used in other circumstances or programs.

### **FINDINGS**

This section will explore findings and conclusions associated with the various local philanthropy components and resource mobilization tools of Yetu. It begins by exploring components of the subgrantee approach, components of the bootcamp approach, components that belong to both approaches, and components targeted at the general CSO public. It then delves into some of the different fundraising tools utilized by the CSOs engaged by Yetu.

Annex H provides survey responses evaluating the different Yetu components. This analysis is somewhat limited as organizations frequently misidentified themselves as beneficiaries of components that they did not participate in. Generally speaking, respondents rated all of the components positively and there is

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<sup>19</sup> Aga Khan Foundation U.S.A. (2014) Attachment B – Program Description.

<sup>20</sup> Figures on progress towards indicators are based on AKF reporting in late 2018.

<sup>21</sup> Hodgson, J and Pond, A. 2018. How Community Philanthropy Shifts Power What donors can do to make that happen. Global Fund for Community Foundations and the Global Alliance for Community Philanthropy. (page 7)

<sup>22</sup> Hodgson, J and Knight B. 2016. “The rise of community philanthropy” in Alliance Vol 21 no.4

limited variation on their assessments across the components. However, two components, the community of practice (CoP) and the peer learning or twinning, scored somewhat lower than other components.

### **Subgrant Approach: Organizational Capacity Assessments and Institutional Strengthening Plans**

Most of the subgrantee organizations who went through the Organizational Capacity Assessment (OCA) and Institutional Strengthening Plan (ISP) process found it to be helpful for their organizations, as it strengthened their organizations by identifying organizational gaps that might have previously existed within the organization. Similarly, a few organizations noted that the OCAs helped identify some of the potential risks that organizations might face, such as lapsed registration requirements. Furthermore, some CSOs noted that the OCAs help them identify strengths within their organizations that they had not previously considered or been aware of.

One of the organizations surveyed noted that the process itself was overwhelming as there always seemed to be something that could be improved upon. Furthermore, based on the OCA documents reviewed and interviews, the OCAs did not appear to focus on community philanthropy. However, there was an emphasis on local resource mobilization. For example, organizations were not assessed for their development paradigm or their behavior relating to engagement and power dynamics with the community.

### **Subgrant Approach: Ongoing Support to Campaigns / Grants to Seed Campaign Work**

Subgrantee CSOs generally viewed ongoing support to campaigns – which CSOs saw as support provided directly by Yetu staff, support from external firms, and the grants to seed this work – as beneficial, albeit with a few caveats. Many were doing this type of campaign work for the first time, so advice from the experts was highly valued. Furthermore, some of the subgrantee CSOs reaped considerable benefits from AKF's brand, remarking that *“the big brother element of Yetu also worked. The AKF brand name helped to open doors. Even when campaigns ended the relationships didn't as the CSO had established credibility.”* The campaign support also opened subgrantees to a much wider base of giving than they traditionally had, a benefit fully recognized by subgrantees.

On the other hand, subgrantee CSOs noted that the communication firms that supported them failed to recognize their varying abilities in understanding marketing, communications, and other elements of campaigning. The CSOs that were relatively new to campaigns felt that their inexperience made them susceptible to accepting most advice they were given by the experts, and thus they were overly reliant on the advice rather than their own understanding of establishing targets, engaging with donors, and the like. Furthermore, from a monetary value standpoint, some respondents attributed campaign achievements to their own networks rather than the efforts of the firms.

Finally, some earlier CSOs took issue with the push to use specific communications firms – which already seemed to be overstretched – rather than companies with which the CSOs were already familiar. Importantly, earlier subgrantees believed that campaign support for later subgrantees had evolved, with the changes generally seen as beneficial. In particular, the ability to exert more control over how seed funds were utilized was seen as a positive change in how campaigns were supported.

A quantitative analysis based on the survey of CSOs and included in Annex H suggests that, when controlling for other factors, subgrantees were no more likely than other Yetu beneficiaries to attract volunteers or financial contributions. However, they were more likely to have a larger number of donors.<sup>23</sup> The larger number of donors is likely due to their use of the e-philanthropy platform. The analysis also suggests a likely decline in financial gifts between 2017 and 2018 for subgrantees (see Annex H for more detail).

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<sup>23</sup> We were unable to test effectively for in-kind contributions.



## Subgrant Approach: CSO Certification

For those subgrantees who were able to access certification, most found it to be quite helpful, providing CSOs with a mechanism by which to come across as more legitimate when approaching potential donors. Respondents also noted that it helped further highlight organizational challenges and constraints and helped make some organizations more aware of the legal and regulatory requirements of the Government of Kenya. After learning about the certification, many of the non-subgrantee organizations stated their interest in learning more about the certification process. Certification for others was motivational: *“We were awarded bronze and we are now silver. The certification has motivated us to work towards maintaining our level and to never go back. For the areas we were struggling, Pact and AKF stepped in to help.”*

One organization, however, noted that the costs associated with certification, which are set by the certifying organization, might be prohibitive, especially for smaller CSOs.<sup>24</sup> Furthermore, at the time of data collection, the certifying organization (Viwango) was facing organizational challenges that have inhibited it from providing certification services to some of the subgrantee organizations following the loss of a staff member.

## Bootcamp Approach: Workshop Series

The bootcamp participants interviewed found the workshop series informative, with several CSOs noting that lessons from the modules have been incorporated into their day-to-day work. An important takeaway seems to have been a better understanding of how to ask for support from potential donors, with participants noting that after the workshops, they were better able to explain why they were asking, had a better understanding of how to go about asking, and were more inclined to get feedback from those asked. A majority of CSOs seem motivated to continue campaigns in the future.

Based on interviews and data provided by Yetu on in-kind giving and leveraged giving, CSOs seem to not only have a greater appreciation for in-kind giving but are also better able to impute a value to in-kind giving. The process is relatively time-consuming, so a few respondents noted that they no longer track in-kind giving. Furthermore, while bootcamp participants did not have OCAs as part of their component, several CSOs found the strengths, weaknesses, opportunities, and threats (SWOT) analysis to be amongst the most helpful parts of the bootcamp experience.

Bootcamp workshops were not without critical feedback. A small number of respondents noted that bootcamps were perhaps less relevant for more established CSOs. A couple of CSOs also noted that there should be more follow-up with bootcamp participants on progress, once the bootcamps had concluded. The quantitative analysis presented in Annex H finds that bootcamp participants were no more likely than other Yetu beneficiaries to attract greater financial contributions, greater number of donors, or greater number of volunteers.<sup>25</sup>

Similar to the support to campaigns for subgrantees, the ET observed that the bootcamps evolved over time. One challenge faced early on was the number of hours over which participants were engaged in bootcamp activities per day. Based on a review of bootcamp agendas and feedback from bootcamp participants, schedules on Day 2 evenings were eased, which one CSO respondent noted allowed attendees to catch up on their day-to-day work. Another change was that, while the first cohort was heavily skewed toward Nairobi, the second cohort had participants from a greater diversity of counties.<sup>26</sup> Also resembling the subgrants approach, bootcamps also shaped how participants conceptualized fundraising and resource mobilization, with attendees noting an increased tendency to fundraise locally, rather than through proposals alone.

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<sup>24</sup> It should be noted that certification fees are graduated and moderated to the size of the CSO

<sup>25</sup> In-kind contributions could not be tested quantitatively).

<sup>26</sup> The ET notes that while cohort 2 is more geographically diverse than cohort 1, a preponderance of participants is still from counties in relatively close proximity to Nairobi

## **Bootcamp Approach: Twinning/Peer Learning**

Though many bootcamp participants found peer learning to be beneficial, some of the feedback provided was more mixed. Many bootcamp participants noted that they learned from the experiences of other organizations and that this experiential learning was invaluable to their own organizational growth and development. A few respondents went on to note that their relationship with other bootcamp organizations has persevered many months after the bootcamps, with some noting that CSOs that were twinned, and some that were not, have continued to support each other as they engage in initiatives outside of Yetu, including large events and campaigns.<sup>27</sup>

Respondents also noted, however, that the distance of organizations from their twinned partners impeded more frequent and substantive exchanges, and led to fewer, if any, interactions than would otherwise be desired, noting the value of in-person rather than electronic interactions. Others went on to note that the organizations they were paired with may not have been the best match, in which case the partnered organizations were unlikely to follow through with the twinning element.

## **Bootcamp Approach: Coaching/Mentorship**

Except in a small number of instances, the coaching component of the bootcamp was seen as highly beneficial to the participating CSOs. bootcamp CSOs noted that coaching helped them focus on their specific areas of need, noting that training alone was not enough. Many CSOs also mentioned that the consistency of support provided to the CSOs was helpful, as was the encouragement and moral support provided by the trainers. Furthermore, the ability of coaches to facilitate discussions between twinned organizations served to further catalyze and complement the peer learning component of boot camps.

The main critiques offered about coaching were that, for more remote participants and those outside of Nairobi, there was a desire to connect with coaches in person rather than over the phone or via the internet. Respondents also opined that they would have preferred coaching be conducted over a longer duration.

## **Subgrant and Bootcamp Approaches: E-Philanthropy / M-Changa**

CSOs and philanthropy ecosystem actors had considerably divergent opinions about the practicality and utility of M-Changa. First, many noted that the M-Changa platform improved the number of individuals who were able to contribute to their campaigns.<sup>28</sup> They also noted that it allowed a different demographic of individuals to give, in this case younger, tech-savvier Kenyans who might live further away from the CSO. CSOs also noted that the ability to give through M-Pesa<sup>29</sup> further broadened the base of giving, and was seen as pro-small giving, as donors were able to more immediately give what they had available. Finally, some respondents noted that utilizing M-Changa's tools meant that they were able to use the data on giving collected by M-Changa, which better informed them of who was giving, and that being on M-Changa ensured that they and other organizations were held more accountable for the funds they had raised.

On the other hand, the M-Changa platform and the e-giving initiative was not without challenges. First, CSOs noted that some individuals in more remote areas preferred to give through cash and might not have had the connectivity to (or awareness of) M-Changa or M-Pesa required to give to the M-Changa campaigns. These individuals tended to give cash directly to a CSO member, who then sent it via M-Pesa to the campaign. Other CSOs noted that they found the platform fees for M-Changa to be too high, further mentioning that both M-Changa and M-Pesa charged separate fees. M-Changa noted that the fees they currently charge are well below those of similar giving platforms because they are subsidized by a grant from the Bill and Melinda Gates Foundation. Finally, many respondents did not meet their targets

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<sup>27</sup> Examples of this include CSOs marketing the initiatives of their twinned CSOs to their own beneficiaries and donors, providing in-kind support (chairs, meeting locations, etc.), and attending one another's events.

<sup>28</sup> As per AKF reporting, as of late 2018, 7372 individuals have directly used e-technology to contribute to target CSOs. Approximately 57,000 USD has been leveraged as a result of e-technology as of late 2018.

<sup>29</sup> M-Pesa is a mobile money platform that allows users to conduct monetary transactions for goods and services or receive and transfer funds to other users through a cellular device

on M-Changa, noting this as a disappointment with the platform. Conversations with AKF and some CSOs, though, noted this was partially a result of overly optimistic targets.

### **Subgrant and Bootcamp Approaches: Matching Funds**

The majority of CSOs interviewed saw matching funds as a useful complement to their campaigns. This should be sustained for future CSOs that Yetu will work with. Respondents noted that matching funds were effective as a tool to solicit funds from donors. Matching funds were also seen as a means to better leverage corporate giving. Similarly, the CSOs themselves were motivated by the availability of the additional funds. One bootcamp respondent noted that the element of competition catalyzed them to raise additional funds, as CSOs worked harder to outraise their peers.

While the idea of matching funds was generally well-received, a few respondents pointed to challenges with the implementation. Perhaps one of the biggest concerns raised by bootcamp CSOs was that in-kind giving was not factored into matching funds. During and following the Exit Brief with AKF and Yetu, the Yetu team noted that the process of valuing in-kind giving was challenging and time-consuming, as it required CSOs to collect and provide documentation that would then need to be verified by the Yetu team. CSOs also noted difficulty with the timely payment of matching funds, which had not been distributed for some CSOs during the ET's fieldwork. During the Exit Brief (September 24, 2018), the Yetu team acknowledged the delay, but also noted that the pending funds had been distributed a few days before. Other respondents were unable to take advantage of matching funds because their campaigns did not launch.

### **Subgrant and Bootcamp Approaches: Private Sector Engagement**

CSOs provided mixed feedback on private sector giving. To begin, CSOs noted that through Yetu's initiatives, they now better understood how to pitch their ideas to corporations and how corporations operated. Furthermore, in learning how to formulate a pitch and develop reports for corporations, some CSOs were able to improve their professionalism and credibility. For those CSOs connected directly to private sector actors by Yetu staff, they mentioned that they were able to directly benefit from AKF's reputational capital, which better enabled them to leverage funds. Select CSOs therefore saw fundraising from corporations as a viable pathway forward.

Though some CSOs found these skills valuable, a significant portion of CSOs described challenges with private sector engagement. To begin, CSOs and Yetu-affiliated personnel mentioned that the financial planning cycle of corporations tended to be prohibitive: CSOs would have to approach corporations years in advance to get funds as corporations would have to plan the distribution of these funds into their finances, which likely would not be possible until at least the next financial year. Shorter-cycle fundraising from corporations was therefore seen as less viable. There also seemed to be considerable variance in giving across locations with CSOs outside of Nairobi noting that businesses often mentioned that they either did not have the available funds to give or gave less. CSOs also noted that without some sort of letter of introduction or proof that they had gone through an AKF-facilitated training, corporations were less likely to provide financial resources to them given their limited reputations. On account of these challenges, some CSOs mentioned that though they have connected with local corporations, they have yet to raise funds from these engagements.

Importantly, while many private sector engagement responses tended to focus on corporate giving, some CSOs noted that local businesses and small and medium-sized enterprises (SME) were inclined to support their ongoing work and campaigns, both through monetary and in-kind means. Targeting and approaching SMEs is an important element of private sector engagement that CSOs seem to increasingly be focusing on.

### **General CSO Public: CoP Listserv**

Most of the respondents questioned about the CoP Listserv were either unaware of its existence or rarely used it. When asked if they subscribed to the listserv, many of the organizations' representatives

interviewed mentioned that they were not sure and would have to look into it. CSOs in more remote areas described the technological limitations that might have further inhibited them from using the listserv more frequently. Those who had heard of it noted that it was primarily used as a one-way means of communication, with few other organizations outside of Yetu utilizing the medium to communicate with the CoP at large. Notably, some bootcamp respondents mentioned that they were more reliant on WhatsApp groups – set up during the bootcamps – to exchange messages about events and opportunities between their fellow attendees than the CoP Listserv.

### **General CSO Public: Research**

The CSOs, Yetu Framework Organizations, and Yetu IPs interviewed were generally aware of the three research studies commissioned or supported by Yetu: *Why Kenyans Give*, *Civil Society Organization Sustainability in Kenya*, and *Corporate Philanthropy in Kenya*. For the Framework Organizations and IPs, they generally saw the research as an important contribution by Yetu, mentioning that it served to provide information around giving that had not previously been published or researched. Respondents also felt that it validated some of what they'd previously observed in terms of the trends of giving and helped bring conversations around local philanthropy into greater focus. Furthermore, Yetu staff noted that the research garnered considerable interest as the findings were published in local newspapers and dissemination events tended to be well-attended.

While not all CSOs were aware of the research, most CSOs that had consumed it found it to be informative and helpful. CSOs mentioned the research on *Why Kenyans Give* and *Corporate Philanthropy in Kenya* as especially informative, with one CSO mentioning that it depicted what they were seeing on the ground. A Nairobi-based CSO mentioned that they had tailored their ask to adjust for some of the trends covered in the research. Though not all interviewees had read the studies, respondents in Nairobi whose colleagues had attended the research dissemination events felt that they had learned a lot from attending.

Respondents tended to mention two major points that resonated through the research: that Kenyans give and that in-kind giving was an important means of giving for Kenyans. One informant noted that “*Africans provide far more money than donors, but it is not documented,*” and another said, “*We have no idea how much we give. If we knew it might make us go crazy.*”

### **General CSO Public: Regional Workshops**

Though participants who attended the regional workshops have used the lessons that they learned to varying degrees, most noted that the topics covered were helpful. Respondents mentioned that the workshop helped them strengthen knowledge of and learn about new fundraising ideas, such as harambees (the spirit of community self-help) and proposal writing. These ideas which proved useful given the hard-to-get donor funds and challenge of sustainability that led most to attend the workshop. As mentioned with peer learning in bootcamps, participants also appreciated the opportunity to learn from the experiences of other organizations. Participants came away from the workshop more aware that the donor landscape was changing. Though they might not have known that the course had been supported by Yetu, they were certainly aware of the implementing organization Kenya Association of Fundraising Professionals (KAFFP), thus bringing reputational capital to the workshop.

Participants raised concerns with the workshops too, with those who had to pay the subsidized 5000 Kenyan shilling rate noting the cost as a cause for concern.<sup>30</sup> While some believe the price tag was justified, others were less confident of the return on investment. Other respondents thought the duration of the regional workshop and the practicality of the content could have been better. One philanthropy ecosystem actor noted that a lack of board member and organizational leadership buy-in had been a challenge for some of the CSOs trained, a sentiment echoed by some of the other workshop attendees interviewed.

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<sup>30</sup> The course was partially subsidized by Yetu funds and partially by KAFFP, with the remaining costs (including transport to the workshop site paid by the participants).

## General CSO Public: Blended Learning Initiative

Though the ET only interviewed one organization that had only done the blended learning course alone, a notable number of other organizations that had engaged with Yetu through the subgrant approach, bootcamp approach, and regional workshops also took blended learning courses. Feedback on these courses was mixed: the staff who had gone through Yetu's other approaches found the blended learning courses too easy but noted that their colleagues found it helpful.

Various parts of the logistics surrounding blended learning were seen as challenging by participants. Not all the interested participants who enrolled in the courses completed them. Some users encountered issues with technology, including internet connectivity and challenges with the stability and availability of the platform. The face-to-face meetings that accompanied the blended learning were held centrally in Nairobi, making it difficult for those with limited resources to attend. This led one participant to recommend that *"the face to face meeting should be regional."*

The Kenya Community Development Foundation (KCDF), the Yetu partner implementing blended learning, has noted their commitment to the initiative as something that they have incorporated into their organization. Responding to concerns raised by many users, KCDF has created offline versions of the courses that can be disseminated to CSOs via a flash drive. They have also come up with a costing system and are working on adding additional courses.

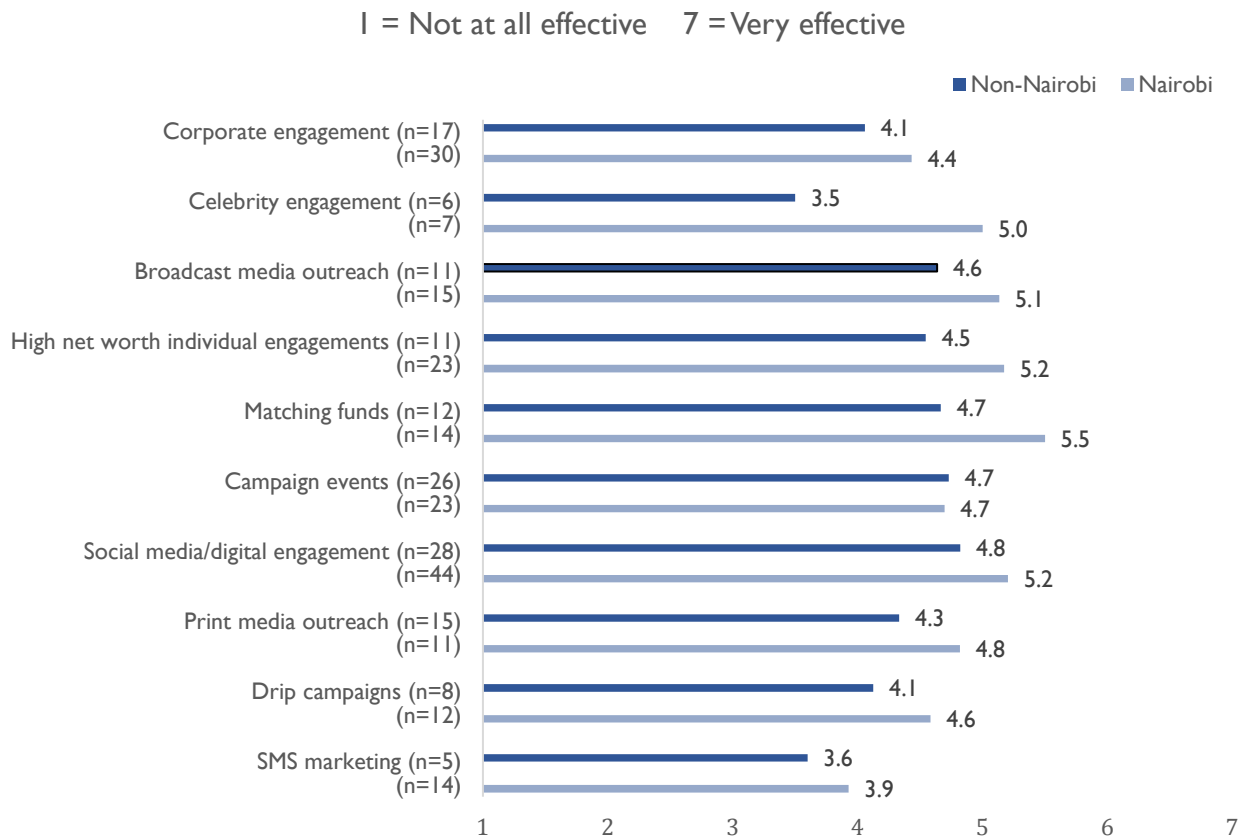
## Outreach Campaign Tactics

In addition to exploring the different components of Yetu, SI sought to better understand the perceived effectiveness of Yetu's outreach campaign tactics based on responses to phone interviews. These tactics are the techniques used by CSOs to mobilize local resources. The following chart synthesizes these data, drawing from respondents that engaged with Yetu through the subgrant approach, bootcamp approach, blended learning component, or regional workshop component. There is considerable variance in the perceived effectiveness of the different outreach campaigns by survey respondents. SMS marketing was perceived as the least effective whereas social media and digital engagement were considered more effective. Most campaign ratings fell between 4 (the midpoint) and 5.5, with none nearing "Very Effective." Additionally, respondents in Nairobi and outside of Nairobi saw differences in the effectiveness of outreach campaigns, with the largest difference around celebrity engagement.<sup>31</sup> Importantly, respondents living outside of Nairobi ranked each campaign technique, with the notable exception of campaign events, lower than Nairobi respondents. While the sample sizes are small, given the finite population and the consistency of the differences, it is clear that location is an important mitigating factor.

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<sup>31</sup> Because of the small sample sizes, the differences between Nairobi and organizations based outside of Nairobi is often not statistically significant for an individual tool, but the differences are consistent and statistically significant when aggregated.

**Figure 2: Perceptions of the effectiveness of reaching campaigns**



## CONCLUSIONS

As per the SOO, success is defined by the extent to which the components above improved CSOs’ ability to 1) set their own priorities, 2) mobilize resources locally, and 3) have greater autonomy in implementing development priorities. The ET found there to be considerable differences in the success of the various components.

Many subgrantee CSOs believed that the **OCA**s, **CSO certification**, and **campaign support** helped strengthen their organizations. In the case of CSO certification, CSOs also believed that the process conferred greater legitimacy for the CSO when approaching potential donors. Furthermore, ongoing campaign support and seed grants allowed CSOs to expand their reach within Kenya and enabled them to conduct campaigns they likely otherwise would not have attempted. As a result, this organizational strengthening and support for subgrantees – through capacity, legitimacy, and reach – gave CSOs greater autonomy to implement their own priorities and access to greater local resources.

All three approaches have the potential for high utility with organizations in a variety of sectors and locations. In the case of certification, non-subgrantee CSOs across counties have expressed interest and therefore the potential exists for wide application, assuming the price point is correct, and the certifying organization is able to resume operations. With greater flexibility built in, intensive campaign support and grant money to seed campaign work can certainly be used across various sectors and locations. However,



the resources required for this degree of support and limitations of the resources attracted likely makes other models of campaign support, such as bootcamps, more viable.<sup>32</sup>

As with the subgrant components, the various bootcamp components – **workshops, twinning/peer learning, and coaching** – were seen to have strengthened the CSOs engaged. Bootcamp CSOs noted an improved awareness of who and how to ask as a result of the bootcamps, as well as improved perceptions of the value of in-kind giving. This improved valuation of in-kind and local giving, as well as a better understanding of how to ask for resources (including from local sources) should result in an improved ability to implement CSOs' own priorities and mobilize resources locally, even though survey data does not yet show a tendency to attract greater financial gifts, donors, or volunteers as compared to the other Yetu beneficiaries.

Based on this, the ET believes bootcamp components have a high utility for organizations across locations. That said, depending on the content, the workshops may not be as helpful for larger or more established CSOs. Peer learning is also more effective when organizations in closer proximity are matched, especially when they have similar sectoral foci. Coaching seems to be most effective when conducted in-person, from coaches from proximal jurisdictions and nearby counties. It should also be noted that, as a workshop with existing, highly practical content, bootcamps can be decentralized such that they're conducted on a regional, inter-county level, especially if they can be appropriately nested within an overarching regional body, as will be discussed later in this report.

Most CSOs appreciated having the **M-Changa** platform available, as they see its potential to allow them to reach a heretofore untapped demographic. In theory, this improves access to national resources and allows CSOs to procure funds to support their own priorities. However, many CSOs did not raise much money through the platform, which limits its successfulness. Nonetheless, the platform can (and has) been used to fund projects in various contexts and sectors, and for CSOs of varying sizes, though willingness to donate depends on many factors, including the cause itself.

**Matching funds** were very popular, as CSOs seemed to be drawn to the idea of a challenge. The funds catalyzed donors to give more and CSOs to work harder to increase the payout, thereby enabling greater local resource mobilization toward initiatives prioritized by CSOs. Many of the challenges were around implementation and communication, rather than the idea of matching funds, which put a slight damper on the energy. Based on CSOs noting the matching funds were effective in eliciting greater donations, matching funds have the potential to be used across sectors and locations. However, if matching funds are facilitated directly by CSOs, CSOs with campaigns on topics that resonate with corporations tend to have better matching rates, and CSOs in/near Nairobi and other big cities may be more likely to get matching funds from larger corporations. Techniques to address this are discussed in the recommendations section of this report.

While CSOs generally acknowledged that **private sector giving** had the potential to serve as a strong source from which to mobilize financial resources, the extent to which CSOs were able to successfully mobilize local resources or otherwise utilize private sector giving to better set and implement their priorities varied greatly. Furthermore, private sector engagement can be used in places outside of Nairobi, though the likelihood of success is expected to vary considerably based on what is asked for and who it is asked of.

Though the **CoP listserv** might serve the practical purpose of delivering information to CSOs, CSOs did not report major benefits. While the listserv was of limited utility, the WhatsApp groups saw success, and therefore might have practical applications in a variety of locations.

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<sup>32</sup> Most of the subgrantees have continued to implement campaigns after their engagement with Yetu ended, albeit to varying degrees.

Though not all respondents were aware of the **research** supported by Yetu, CSOs who consumed the research – especially *Why Kenyans Give* and *Corporate Philanthropy in Kenya* – noted that they were able to use it to modify how they approached donors and thereby their ability to mobilize local resources. Since the research itself focused on various elements of giving in Kenya, it has high utility for a variety of CSOs.

Rates of applying the content learned in **regional workshops** varied considerably, making it difficult to determine if CSO attendees benefited. As a regionally oriented course, it can be conducted in different locations and likely with different types of organizations with various sectoral foci. However, particularly in places outside of Nairobi and especially with smaller organizations (community-based organizations (CBOs), youth groups, etc.), additional considerations need to be given to how such regional workshops might be made more affordable and offer much more in-depth and on-going support.

Experiences with **blended learning** have been mixed thus far and, given that many of the respondents also participated in regional workshops, bootcamps, or as subgrants, the impact of this tool is hard to gauge. However, as KCDF has taken strides to improve the blended learning experience by making courses available offline, smaller, resource limited, remote, and less internet-connected CSOs from various types of programs are more likely than before to access this content.

Finally, though outreach campaign tactics were generally seen slightly favorably, the difference in effectiveness based on geography emphasizes that **outreach campaign tactics** that work in Nairobi might not work as well in other locations or may need to be tweaked to better accommodate context. Examples of this can be found in the recommendations section.

## **EQ2: PHILANTHROPY ECOSYSTEM**

*What aspects of the “philanthropy ecosystem”<sup>33</sup> did Yetu address most effectively? Least effectively? Are there other factors that are important to achieving the long-term objectives that were not sufficiently addressed? Which ones and why?*

Drawing on aspects of philanthropy ecosystems as identified by the Worldwide Initiative for Grantmaker Support (WINGS), the ET examined which of four aspects of Kenya’s philanthropy ecosystem Yetu addressed most and least effectively.<sup>34</sup> Those aspects are as follows:

1. **Builds on the local context and culture of community for a homegrown paradigm of philanthropy** (rather than an Anglo-American one, and accounting for relevant language, specialist services and instruments, and local models of philanthropy and norms of giving)
2. **Strengthens organizations focused on performing diverse functions as they pertain to philanthropy** (including information and intelligence, convening, technical support, advocacy, and education)
3. **Catalyzes an enabling environment** (positive legal environment, tax structures, accountability systems, and institutional capacities)
4. **Enables the organizations with which it works to achieve desired outcomes** (increasing volume and sustainability of philanthropy, facilitating professional practices, increased knowledge, improved skillsets, generating public support, etc.)

The ET recognizes that the Yetu Initiative had not been developed through the WINGS philanthropy support ecosystem lens which emerged in 2018. Thus, the ET notes that examining Yetu retroactively through this lens may highlight shortcomings that Yetu was not formulated to deal with. As such, the goal

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<sup>33</sup> See Barry Knight. (2018) “What Makes a Strong Ecosystem of Support to Philanthropy?” Worldwide Initiative for Grantmaker Support.

<sup>34</sup> Knight, B. (2018) “What Makes a Strong Ecosystem of Support to Philanthropy?” Worldwide Initiative for Grantmaker Support.

of such an analysis is not to judge Yetu but rather to help inform good practices and knowledge as the field and practice of community philanthropy continues to evolve.

## FINDINGS

**Builds on the local context and culture of community for a homegrown paradigm of philanthropy:** Yetu customized its initiatives to the Kenyan context. The ET found that the campaign focus encouraged CSOs to engage community members in familiar traditions of fundraising and harambees. Additionally, where a CSO had a strong grassroots orientation, there is evidence of local fundraisers being conducted. Examples of these included Christmas lunches, soccer tournaments, and family fun days.

The ET observed that in-kind giving was an important element of Yetu. Through bootcamps, Yetu encouraged CSOs to recruit volunteers and solicit in-kind corporate giving. Yetu also offered recognition to bootcamp CSOs through special mentions and gift bags during galas. Furthermore, Yetu provided guidelines on how to record and impute financial values and encouraged CSOs to incorporate in-kind targets into campaigns and annual planning. However, some CSOs noted that they would have preferred if in-kind values had been incorporated into the matched funding model employed by Yetu.

CSOs were not always able to translate this support into action. For instance, imputed financial values were not consistently recorded by CSOs. CSOs were often unable to incorporate in-kind targets into campaigns and annual planning. Although some CSOs considered “*in-kind to be as important as cash*” (subgrantee CSO) this did not necessarily translate into CSOs fully utilizing this source of support. One CSO put it this way: “*In-kind and volunteering have not been fully exploited, so many donors want to support in-kind, waive some fees for kids, give discounts etc. but we haven’t exploited this very well.*”

Given its focus on individual and corporate giving particular to Kenya, CSOs appreciated the research Yetu had commissioned. Yet some CSOs asked for more nuanced findings. This would include, for example, area- or region-based research, as well as findings on horizontal philanthropy (philanthropy by the poor). Both would offer a finer grain appreciation of community giving norms.

As the ET sees it, the engagement of communities in asset mobilization is critical to developing a homegrown paradigm of philanthropy. However, the ET found that, while Yetu bootcamp training materials segmented the marketing, nudging CSOs to challenge the convention of communities as recipients and CSOs as givers, discussions with CSOs suggest that more could have been done to tackle attitudes and behaviors. One subgrantee put it this way: “*Yetu underestimated the amount of work required to shift the mindset from ‘I am a beneficiary’ to ‘I can contribute.’ We all underestimated it.*”

**Strengthens organizations focused on performing diverse functions as they pertain to philanthropy:** The ET found that Yetu worked with IPs that perform different philanthropy functions. Strathmore University, the Aga Khan University and the University of Nairobi were involved in information and intelligence sharing. Separately, M-Changa helped CSOs with technology support around giving platforms and others, such as KCDF, International Consultancy Marketplace (ICM), and the KAFP were involved in training and education. Finally, Pact and Viwango focused on organizational development assessments and certification.

Yetu also supported the ability of single organizations to deliver services. For example, IPs such as Pact, MChanga, Viwango, ICM and KAFP were given support to achieve their objectives based on organizational goals. While that may have contributed to the objectives of the program, it did not address the needs of the philanthropy system. An essential infrastructure (EI) organization summed it up this way: “*All partners came to advance their interests and not the interests of the initiative.*”

Though Yetu worked with a myriad of organizations, it did not put a great deal of emphasis on strengthening organizations with a convening and advocacy focus, which are key elements of a philanthropy ecosystem. However, organizations such as the East African Philanthropy Network (EAPN), Kenyan Philanthropy Forum and Ford Foundation served on the steering committee.

Recently (June 2018) at Yetu’s Summative Workshop, CSOs began to craft a vision for the philanthropy ecosystem based on collaboration and inclusivity. This includes government and the private sector. The intention is to strengthen collaboration in the philanthropy field, embark on joint initiatives, mobilize ideas, influence policy, support further research, and build capacity. This initiative, based on the creation of a philanthropy platform or collaborative space, is to fill “the post Yetu space.” A robust committee<sup>35</sup> was established to draft a concept note on the platform and a second meeting took place in November.

**Catalyze an enabling environment**<sup>36</sup>: Kills with subgrantees suggested that CSOs consider legal and regulatory issues at the local governance level to be relevant to their efforts. To illustrate, one subgrantee noted that local authorities “looked the other way” as they forewent local government requirements around distributing brochures, while another respondent mentioned that “*there needs to be greater clarity around the tax environment and greater recognition and support by the government toward civil society.*”

Though CSOs have noted legal and regulatory issues as among the challenges that they face, it does not seem to have been a focus of the Yetu Initiative. When given the opportunity to comment on the policy, taxation, and regulatory environment, none of the CSOs, IPs, or ecosystem actors identified this as a Yetu focus area: “*Yetu did not address any of the challenges*” (Philanthropy Ecosystem Actor).

One IP and Steering Committee member put it this way: “*The issue of regulation did not come up. However, when we had the meetings to close Yetu and showcase what they have done [Summative Learning Workshop] – the issues of regulations at a sector level came up very strongly.*” This lack of emphasis is corroborated by an Aga Khan Development Network (AKDN) respondent noting that AKF is unable to engage in policy advocacy because of its diplomatic status, but that other entities, such as EAPN, may be able to.

While systems that build citizen confidence in philanthropy and civil society are an important part of the enabling environment, the ET observed that there is both support and cynicism from IPs around the idea of stronger accountability systems. On the one hand, there is support for regulation, “*As much as laws are restrictive, they sanitize the sector and are necessary in some form.*” However, another suggested that CSOs were not keen on certification as they want to keep loopholes: “*They want to be able to move monies from one project to another. They want this flexibility.*”

Through bootcamp and the blended learning curriculum, Yetu encouraged CSOs to be accountable to the public and communities through social media and SMS. The ET heard of at least four subgrantees using several techniques: thank you notes, certificates of appreciation, newsletters, and face to face community feedback. From a local philanthropy perspective, one subgrantee noted, “*the brilliance of the Yetu concept, of getting money from the beneficiaries, forces you to be accountable to them,*” and went on to recognize the ability of Yetu to make CSOs more responsive to beneficiaries than non-local donors.

**Achieving outcomes:** The table below presents factors related to Yetu’s effectiveness in addressing 12 desired outcomes. These outcomes, set by WINGS and the Donors and Foundations Network in Europe (DAFNE), are meant to guide the development of a philanthropy ecosystem. Importantly, this is a global set of outcomes, so not all of the outcomes are priorities for the Yetu Initiative or Kenya.

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<sup>35</sup> The committee is made up of the following members: United Way, Charities Aid Foundation, ICM, Pact, KCDF, EAPN, Voluntary Services Overseas, M-Changa, and AKF.

<sup>36</sup> Yetu’s Program Description also uses the term enabling environment. However, the definition somewhat varies from the aspects of enabling environment described in the WINGS paper.

**Table 4: Factors related to Yetu's effectiveness in addressing 12 desired outcomes**

Desired Outcomes	Factors
Increasing the volume of philanthropy	<ul style="list-style-type: none"> <li>• Campaigns raised funds for subgrantee and bootcamp CSOs.</li> <li>• The overall target of one million dollars was met and exceeded, though many individual organizations failed to meet their targets.</li> <li>• Strategies to combine and leverage resources were highlighted or tracked, though many CSOs are not utilizing them.</li> </ul>
Improving the sustainability of philanthropy	<ul style="list-style-type: none"> <li>• Some CSOs directly engaged the Yetu plan to continue to run campaigns without Yetu support.</li> <li>• The attitude of the community as the recipient and not the giver is beginning to shift but remains prevalent.</li> </ul>
Encouraging more strategic philanthropy	<ul style="list-style-type: none"> <li>• Yetu's work with Safaricom, Diamond Trust Bank, and other large corporations brought into the initiative for partnering and subgrant support are illustrative of strategic philanthropy.</li> </ul>
Facilitating the adoption of professional practices	<ul style="list-style-type: none"> <li>• Yetu's work on certification and organizational capacity building facilitated the CSO adoption of professional practices. However, the certifying organization has had organizational challenges that inhibited it from certifying later CSOs engaging with Yetu, and organizational capacity building has not yet been integrated into a system, though the Collaborative Space may serve this purpose in the future.</li> </ul>
Generating better knowledge of the scope and work of philanthropy	<ul style="list-style-type: none"> <li>• Knowledge was generated on individual giving, corporate giving, and CSO sustainability. Additional research on the giving norms and perceptions of marginalized communities, as well as exercises mapping community philanthropy actors, should be emphasized as Yetu goes forward.</li> </ul>
Building skills set needed to do effective philanthropic work	<ul style="list-style-type: none"> <li>• Yetu successfully built skillsets around mobilizing resources from communities. However, it did not emphasize building the capacity of philanthropy ecosystem actors or CSOs to engage communities in planning and prioritizing community needs.</li> </ul>
Communicating effectively about the work of philanthropy	<ul style="list-style-type: none"> <li>• Research findings on philanthropic practices shared by Yetu were considered helpful by CSOs.</li> <li>• Some CSOs communicate (e.g. newsletters) about the use and impact of donations.</li> </ul>
Working more collaboratively with other organizations	<ul style="list-style-type: none"> <li>• IP organizations largely worked in isolation to deliver their product or service.</li> <li>• The Collaborative Space described in the Summative Learning Workshop might serve this role in the future.</li> </ul>
Improving the ability of philanthropy to influence policy	<ul style="list-style-type: none"> <li>• Yetu was not designed to and did not seek to directly influence policy at national or local levels. Rather, Yetu supported research that might be used to inform policy.</li> </ul>
Generating public support and engagement for philanthropy	<ul style="list-style-type: none"> <li>• Yetu campaigns targeted the middle class and corporations. At the grassroots level, in some instances, Yetu captured the engagement of local business and beneficiary community members.</li> </ul>
Raising public awareness of the value and impact of philanthropy	<ul style="list-style-type: none"> <li>• Awareness raising under Yetu focused on the issue or cause rather than the contribution of philanthropy per se.</li> <li>• Some attention was given to shifting the thinking from community as "recipients" to community as "active citizens" and donors.</li> </ul>
Encouraging transparency of philanthropic practice e.g. governance and financial accountability	<ul style="list-style-type: none"> <li>• Yetu supported Viwango certification of subgrantees. However, standards were not modified to reflect the organizational behavior needed to respond to, empower, and be accountable to communities.</li> </ul>

## CONCLUSIONS

**Aspects of the philanthropy ecosystem that Yetu addressed most/least effectively<sup>37</sup>.** For the most part, the Yetu Initiative effectively sought to find alternatives to the Anglo-American model of philanthropy through its focus on research, fundraising, the harambee spirit, in-kind giving, and giving of time (volunteering). Because of this, some CSOs successfully engaged communities in giving, despite a prevalent sentiment that “CSOs are the ones to give while communities receive.” However, more work needs to be done to encourage CSOs to better appreciate and incorporate in-kind giving, especially around yearly planning and future campaign targets. Additionally, Yetu’s focus on local, not community, philanthropy has inhibited Yetu and the organizations it works with from developing an even more robust and sustainable homegrown paradigm of philanthropy.

While there is evidence to support the idea that Yetu has been effective in bringing about improvements in organizations performing diverse philanthropy functions, there is insufficient evidence to suggest that these improvements have been integrated or synchronized into a system. Yetu and many of the organizations it worked with prioritized “organization-based thinking,” which is focused on achieving narrow organizational goals, over “field-based thinking,” which focus on societal needs.<sup>38</sup> However, a shift in the direction of field-based thinking is evident with discussions around the Collaborative Space, which may lead to the integration of support for the diverse functions of philanthropy into a system.

Based on the definition of enabling environment in the WINGS report, Yetu has so far been less effective in improving the enabling environment for philanthropy. From a community philanthropy perspective, the chance to respond to the impact of government legislation on CSOs and CBOs was not a part of Yetu. Training materials and CSOs provide examples of downward accountability and reporting, but there is still much to be done. As with integrating support for the diverse functions of philanthropy into a system, the Collaborative Space may also serve as a vehicle by which Yetu and other philanthropy ecosystem actors can further encourage an enabling environment.

Based on its activities to date, Yetu has made preliminary progress in achieving some of the desired outcomes of a strong philanthropy ecosystem in the table above. These desired outcomes can form a base to build on as Yetu and its partners contemplate the role of the Collaborative Space.

**Other factors important to achieving long-term objectives.** As noted in the paragraphs above, ensuring the sustainability of Yetu’s progress is strongly dependent on Yetu’s ability to nest its various functions, successes, and components in a system or with organizations that will continue Yetu’s work. Currently, the Collaborative Space constitutes an important pathway by which to build Yetu’s successes into a system. However, the Collaborative Space itself cannot serve every function laid out above. Rather, an important initial factor in achieving the long-term objectives of a philanthropy ecosystem would involve exploring which actors within the Collaborative Space could take on each function.

Furthermore, the structure and operations of the Collaborative Space – who it convenes, when it convenes, who oversees it, and so forth – all constitute important early discussions for the Collaborative Space that will shape the philanthropy ecosystem. This is especially important because, as one IP noted, Yetu has thus far had limited reach: “*Yetu has almost been a small club, it is certain groups of organizations that are almost isolated. [...] Most CBOs/non-governmental organizations (NGOs) don’t know much about it [Yetu].*” Other respondents noted that Yetu could have better used AKF’s reputational capital to support

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<sup>37</sup> As noted above, the Yetu Initiative had not been developed through the WINGS philanthropy support ecosystem lens. As such, this lens may highlight shortcomings that Yetu was not formulated to deal with.

<sup>38</sup> The terms “organization-based thinking” and “field-based thinking” can be found on page 16 of the Philanthropy Ecosystem paper.



the CSOs with their campaigns.<sup>39</sup> Applying this to the Collaborative Space, philanthropy ecosystem actors may better buy into the Collaborative Space idea if AKF and similar organizations use their reputational capital to bring these actors together.<sup>40</sup>

Finally, as noted in the discussion of Yetu's development hypothesis, though positioned as a community philanthropy initiative, Yetu is better conceptualized as a local philanthropy initiative. However, empowering and strengthening communities to have citizens address their own needs will help better generate public support and engagement for philanthropy, one of the desired outcomes of a philanthropy ecosystem laid out above. Thus, another factor that would be important in achieving the long-term objectives of a philanthropy ecosystem would involve better incorporating other concepts, processes, and models of community philanthropy.<sup>41</sup> Focusing on strengthening CSOs and the philanthropy ecosystem by itself may lead to strengthened communities or a better engaged citizen base.

### **EQ3: YETU'S COMPONENTS AND THE LONG-TERM VIABILITY OF LOCAL PHILANTHROPY**

*How well does Yetu's sustainability plan address the long-term viability of local philanthropy in Kenya?*<sup>42</sup>

While a formal sustainability plan was not a requirement of the Yetu Initiative, the ET understands that the original design for Yetu was clear in that various components were intended to last beyond the GDA. Recent Steering Committee meetings and the Summative Learning Workshop also focused heavily on how the various components of Yetu might be sustained or institutionalized, assuming that these components address barriers that exist to Kenya's local philanthropy; once these barriers are redressed, local philanthropy is improved, therefore made more viable in the long-term.

The ET therefore examined this question through document review and by exploring a couple of sub-questions with CSOs and other Yetu stakeholders<sup>43</sup>:

- 1) Which barriers exist that impede the long-term viability of local philanthropy in Kenya?
- 2) How well do the various components of Yetu address these barriers to local philanthropy in Kenya?

In answering EQ3, the ET focuses first on the factors that inhibit Kenyans from giving, as derived both from the interviews conducted by the ET and the secondary data from Yetu-supported research.<sup>44</sup> Next, this section delves into how the various components of Yetu implemented to-date seek to redress these inhibiting factors, tying in a discussion around the Sustainability Plan section of Yetu's program description. Finally, the discussion turns to activities that Yetu plans to take on based primarily on meeting notes from recent Steering Committee meetings and reports from the Summative Learning Workshop.

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<sup>39</sup> An earlier quote notes that, Yetu's connection to AKF helped open doors to private sector donors for a subgrantee CSO. Thus, while some subgrantees seem to have benefitted from AKF's reputational capital, the ability to draw upon this reputational capital was not accessible to all CSOs.

<sup>40</sup> Yetu staff note that they intentionally have not drawn on the AKF brand, as doing so may have undermined CSO efforts to raise money.

<sup>41</sup> Examples of community philanthropy components that may be incorporated can be found in the Recommendations section.

<sup>42</sup> As laid out in the evaluation design report, EQ3 has been split into two separate questions: the first focused on Yetu's sustainability plan and the long-term viability of local philanthropy in Kenya, and the second focused more directly on the CSOs that interacted with Yetu and their ability to generate local donations.

<sup>43</sup> While the ET was able to interview local community members to gauge barriers to giving, given CSO concerns with donor privacy the ET primarily relied on data collected directly from the CSOs.

<sup>44</sup> As noted in the limitation section, it was not possible to collect data from a large enough sample of donor and community members about factors that inhibit them from giving. As such, this section relies primarily on primary interview data collected during fieldwork, and secondary data from the Why Kenyans Give report.

## FINDINGS

**Factors that inhibit communities/individuals from giving (exogenous to CSOs).**<sup>45</sup> As might be expected, CSOs cited poverty as one reason people do not give. This finding corresponds with the Why Kenyans Give Study, which found that of the approximately 7 percent of respondents who do not give, 75 percent noted that they “do not have anything to give financially” as a barrier to giving to individuals, and 32 percent mentioned the same reason as a barrier to giving to organizations.

Furthermore, one of the most frequently cited factors that inhibited giving was the character of giving itself. Giving tends to be focused on the demands of the family unit and kinship obligations. CSO respondents found that most of those who give tend to give directly to individuals as opposed to organizations or abstract ideas. This notion is partially corroborated by the Why Kenyans Give paper, which states that, while 92 percent give to individuals, 64 percent give to organizations. CSO respondents also noted a seasonality effect around when people give. Respondents noted that individual donors tend to give around religious celebrations – Christmas, Eid, etc. – and harvest cycles, among other events.

Respondents frequently reported that the norms and impressions that communities held about CSOs and the government inhibited them from giving. Since communities perceived CSOs as the ones who give to them, many were not receptive to the idea that they should give to CSOs. So too did respondents note that communities often felt that the initiatives being undertaken by CSOs fall under the remit of government through the taxes it collects.

Trust arose as a factor that strongly inhibited giving. For those willing to give, systemic corruption and false campaigns have had a negative impact on trust between communities and CSOs, which has inhibited people's willingness to give. Furthermore, communities become disenchanted when they give and do not see change, which erodes their trust in CSOs. These seem to align with the Why Kenyans Give study, which found that, 21 percent of those who do not give note that they “do not trust the individuals in need are genuine or honest” while 12 percent stated that they believe that their donation “will be used for other needs and not to help those in need.”

The causes for which CSOs sought community support – as well as the CSO itself – seemed to influence the likelihood of giving. Respondents noted that Kenyans will not give to a cause if the urgency of an issue is not conveyed. Similarly, giving tends to happen when causes and stories resonate with donors.

**Environmental barriers that inhibit giving (exogenous to CSOs).** Respondents also noted environmental barriers that inhibited giving. Chief among these barriers were *challenges with the regulatory environment, which were seen as unfavorable to potential donors.*

Some respondents also noted that *the donor landscape itself inhibits giving.* First, the presence of international funding seemed to negatively impact local giving due to the dominant belief that CSOs had international funding. One CSO, linked to an international partner and with established funding streams, noted the resistance of individuals to give to them. The public believed that the CSO was rich due to its funding streams and should not be coming to them asking for money.

Second, a philanthropy ecosystem actor noted that Kenyan corporations were increasingly setting up their own foundations instead of funding. The Corporate Philanthropy in Kenya study seems to corroborate this shift towards foundations as well. As discussed in EQI, when CSOs attempt to engage with the private sector, they may be inhibited from receiving donations by the rigidity of fiscal planning, which may prevent funds from being available until the next fiscal year (FY).

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<sup>45</sup> Exogenous implies that the factors that inhibit giving stem from outside of the CSOs.

**Barriers that inhibit giving from a CSO standpoint (endogenous to CSOs).**<sup>46</sup> Internal factors also exist that limited CSOs' ability to receive. Some CSOs construe giving primarily in terms of financial giving rather than in-kind and time contributions.

CSOs also note that they face limited resources, which can make fundraising and resource mobilization challenging. This obstacle was made more difficult when CSOs considered the perceived simplicity and cost-effectiveness of proposal-writing to raise funds, rather than mobilizing resources from communities: *"Initially we just thought fundraising was writing proposals. Now we know it is broader, family, friends – communicate the brand – use our personal networks. Everybody in the organization has a fundraising role"* (bootcamp CSO respondent). Stemming from this is a related finding that CSOs don't have the mindset to seek out local funds.

CSOs also tended not to report back to donors, which informants from across the approaches decried as having an impact on trust. For instance, a regional workshop participant noted, *"accountability is a challenge and barrier. Organizations don't report back when they get donations from individuals."*

**What Yetu did to address these barriers.** Based primarily on CSO beneficiary feedback, it seems that Yetu's effort addressed the endogenous challenges CSOs face to giving and some of the individual and community-centric exogenous barriers to giving.

Yetu increased the willingness of CSOs to mobilize resources from local communities. As one CSO notes:

*Yetu went lower to the grassroots level. That is what we have always wanted. Before we spoke about the subgrant that enabled us to invest in the grassroots system that we speak about now. The information and expertise from Yetu really helped, it helped us create a network. When Yetu came we did not have such campaigns. We used to write proposals, we never thought about it that way.*

Through various direct engagements with CSOs, Yetu helped organizations garner a better awareness of the different avenues of giving, and how to access these avenues. Thus, Yetu broadened the scope of sources from which CSOs might draw for fundraising and the tools that could be used to tap these resources. This has led to CSOs attempting to approach local corporations on schedules that align with their financial year cycles, liaising with high net-worth individuals, engaging in some of the different campaign tactics listed in EQI, utilizing tools like M-Changa to reach more individuals and more efficiently raise funds, and working with peer CSOs for support and partnership opportunities.

The various direct means through which Yetu engaged with CSOs helped shift the perspective of these CSOs toward in-kind and volunteer giving. For instance, a CSO respondent described the value of in-kind giving by saying: *"[...] we see how clothes donations is money we save from our account. In-kind donations help us to manage our budget and save so much."* The Yetu-commissioned or supported research complemented these direct means of engagement, reinforcing the idea that Kenyans give, but organizations need to better accommodate how people give.

Finally, Yetu initiatives encouraged CSOs to report to local communities, thereby improving accountability and community trust of select CSOs. CSOs note that they are more likely to report back to the communities with which they engage, be it through newsletters, meetings with community members, SMS, or otherwise.

Yetu's focus on endogenous barriers to giving can also be seen in the Sustainability Plan section of its Program Description, which notes that Yetu, *"...will strengthen CSOs so they can better generate local resources and produce knowledge on successful practices that other organizations can adopt,"* thereby creating a sustainable resource base for civil society in the long-term. The section goes on to mention that Yetu will enable CSOs to partner with local businesses and mobilize resources, which should help sustain the

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<sup>46</sup> Endogenous implies that the barriers that inhibit giving stem from within the CSOs.

CSOs engaged, and will enhance the knowledge and capacity of its local partners. Finally, the section mentions that the initiative will launch “*new, sustainable technologies that facilitate community philanthropy.*”

**What else Yetu plans to do to address these barriers.** The Summative Learning Workshop and notes from more recent Steering Committee meetings lay forth discussion around potential next steps for Yetu and meeting attendees. Based on these documents, the ET identified two important areas that feed into answering this EQ:

*Curating a space for philanthropy:* The summative learning workshop identified the need for closer collaboration in the field of philanthropy in which actors in the space complement each other as they steer joint initiatives. Acting independently may not result in optimal outcomes, as was the case with the CSO certification. The space should serve as an action-oriented platform upon which to engage in a wide range of services, support different engagements, and encourage topical debates pertaining to philanthropy. It would also focus on policy issues that require a strong coalition that can engage government effectively. Furthermore, this space would help consolidate the gains made by Yetu and strengthen collaboration between philanthropy ecosystem actors. Finally, it would offer those engaging in the space the latitude to engage with community perceptions of civil society to improve trust between communities and CSOs.

*Modeling resource mobilization options:* Attendees also agreed on the need to explore other models of resource mobilization, including social enterprise. In recognition of the shortage of resource mobilization experts in Kenya, the attendees acknowledge the need to grow the local philanthropy market.

## CONCLUSIONS

Yetu’s efforts to address the long-term viability of local philanthropy in Kenya – both to-date and those planned for the future – focus primarily on the endogenous barriers that CSOs face to local philanthropy. As previously detailed, Yetu focused on capacitating CSOs in strategic communications and local resource mobilization by encouraging CSOs to connect with local communities and private sector actors. By doing so, Yetu has allowed CSOs to diversify their revenue streams, thereby improving the avenues through which the CSOs are able to sustain their work going forward. This also aligns with the notions laid out in the Sustainability Plan section of Yetu’s program description.

To enable CSOs to continue addressing endogenous (and some exogenous) barriers to giving, Yetu has worked with local partners to continue implementing the components it supported. For instance, Viwango will continue certifying CSOs. KCDF has incorporated blended learning training material into its future efforts. KAFP plans to continue conducting regional workshops. The efforts of these organizations should help provide sustained avenues through which to strengthen the capacity of and potentially build trust in the CSOs. However, as of data collection there was no overarching formal organization that would continue or build upon Yetu’s efforts once the initiative comes to an end.<sup>47</sup>

Addressing the long-term viability of local philanthropy in Kenya will require moving beyond the endogenous barriers faced by CSOs. Individual and community barriers to giving further impede local philanthropy. Yetu’s efforts have enabled some CSOs to change community perceptions that CSOs are the ones that give rather than take. By better accounting to communities on how they are using resources, CSOs may be chipping away at issues of trust. That said, attempting to address individual and community barriers with a select number of CSOs rather than whole communities is unlikely to shift many of the individual-level barriers mentioned above. Similarly, environmental or policy barriers – especially the regulatory and tax frameworks – also inhibit the long-term viability of local philanthropy. These were not a central focus of Yetu.

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<sup>47</sup> In the short term, it is likely that AKF East Africa – a locally-registered entity that is part of the broader AKF and AKDN which is headquartered in Switzerland – will continue to serve a convening role among local partners. As of publication of this report, an option for merging the collaborative space efforts with an existing local Kenyan institution were being explored.

The Collaborative Space idea presents an important pathway by which to confront the barriers that have not yet been addressed (EQ3) and philanthropy ecosystem gaps (EQ2) in the long run. By establishing a convening space for CSOs to engage in and explore topics around philanthropy – including policies, community perceptions, collaboration, other models of resource mobilization, and so forth – the ET believes that Yetu is taking a step in the right direction toward improving the long-term viability of local philanthropy.

### **EQ3.1: CSO ABILITY TO SUPPORT OPERATIONS IN THE FUTURE**

*What evidence is there that the participating CSOs will be able to generate local donations to support their operations in the future?*

Whereas the preceding part of this EQ focused on Yetu’s sustainability, this part focuses instead on the CSOs participating in Yetu’s initiatives. This part of the EQ will focus specifically on the CSOs engaged with Yetu as subgrants, in bootcamps, in blended learning, or in regional workshops to assess the likelihood that CSOs will be able to generate local donations to support their organizations in the future<sup>48</sup>.

The survey speaks to this EQ in three ways. First it provides respondents’ reporting and expectations as to whether giving is expected to increase from 2017 to 2018. Second, it explores respondents’ attitudes towards the value of community engagement. And third, it provides a sense of whether attitudes toward local resource mobilization are changing, and if so, how. Information from interviews as it pertains to these areas of focus has also been provided.

#### **FINDINGS**

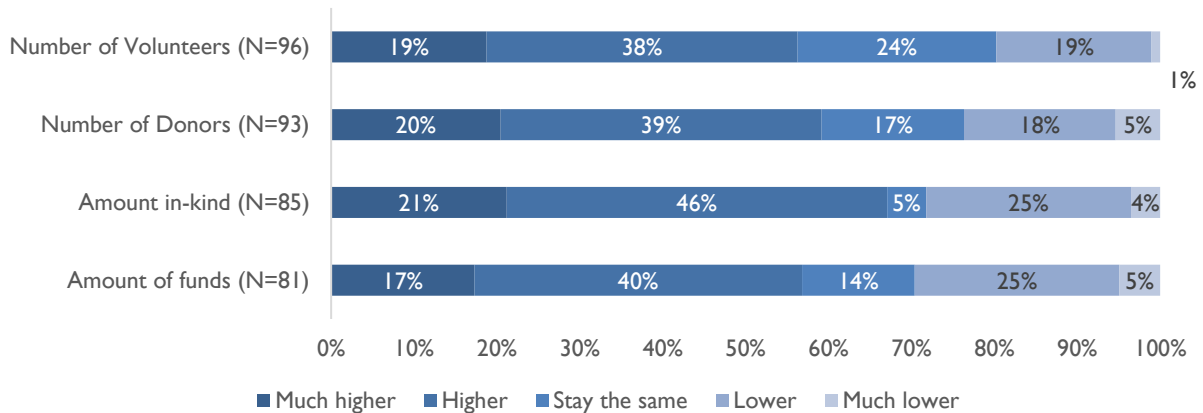
**Changes in giving from 2017 to 2018.** The survey asked organizations to report financial giving, in-kind giving, the number of donors, and the number of volunteers for 2017 and 2018. Because the survey took place in October 2018, the 2017 and 2018 numbers are not directly comparable. To address this, we weighted the 2018 data by dividing by .75 to account for the missing quarter. A detailed comparison of the two years is provided in Annex H. This approach predicts a decline in the average and median funds raised between 2017 and 2018, but an increase in the median number of donors and the median number of volunteers. Unfortunately, it was not possible to compare in-kind contributions.

The survey also asked respondents their perception if the number of volunteers, amount of funds raised, amount of in-kind giving and number of donors were expected to increase or decrease in 2018 over 2017. As seen in Figure 3, a majority of respondents expect 2018 numbers to be higher or much higher than 2017 across all four of these categories. The largest growth is expected in in-kind contributions and the number of donors.

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<sup>48</sup> It should be noted that donations are assumed to refer to financial, in-kind, volunteer giving and that local is understood to imply national or sub-national, thus county, town, or otherwise, but can also include Kenyans from the community who have moved abroad.

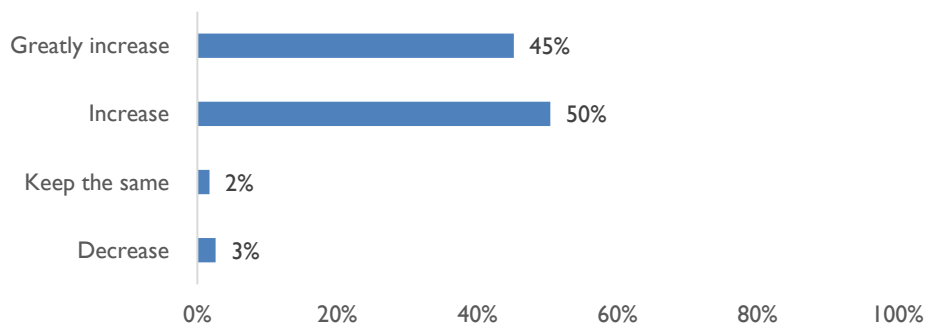
**Figure 3: Expectation of changes in local resource mobilization in 2018 over 2017**



These two sources of data disagree on financial giving and both have a potential degree of bias. While it is reasonable to expect that giving will be disproportionately greater in the fourth quarter with the Christmas holiday and the end of the calendar year, respondents might be overly optimistic about future giving. Interviews with CSOs help reconcile these two sources of data, as respondents note a greater appreciation of and focus on in-kind contributions and a wider array of local donors following the skills gained through engagements with Yetu. This suggests that financial contributions may be declining while community outreach, in-kind contributions, the number of donors, and the number of volunteers is likely increasing. This conclusion is also supported by other survey questions; see Figure 12 in Annex H.

**Expectations for community engagement from 2018 to 2019:** In addition, respondents are extremely optimistic about 2019, with almost all respondents expecting community engagement activities to increase or greatly increase in 2019. (Figure 4)

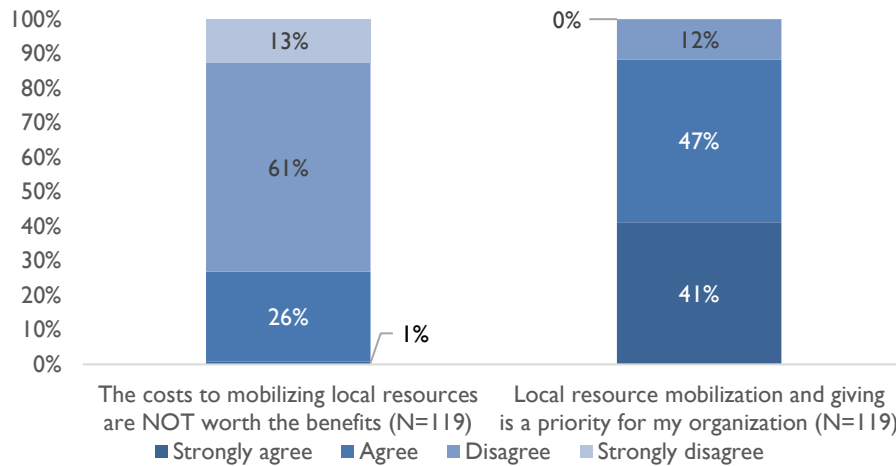
**Figure 4: Expectations of changes in community engagement in 2019 compared with 2018 (n=115)**



**Changes in attitudes toward local resource mobilization.** Attitudinally, a majority of respondents recognize the importance of local resource mobilization. 88 percent of respondents agree or strongly agree that it is a priority for their organization (Figure 5). Similarly, a large majority of respondents (74 percent) disagreed or strongly disagreed that the costs to mobilizing resources are NOT worth the benefits.



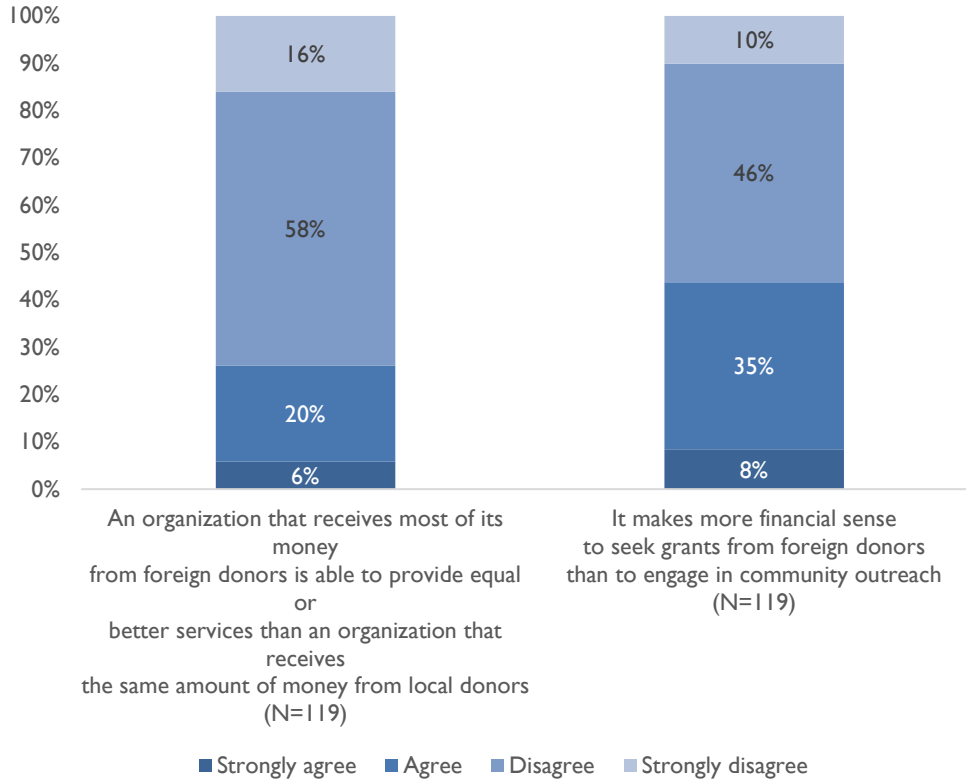
**Figure 5: Perceived value of local resource mobilization**



This valuation and positive outlook toward local resource mobilization bodes well for CSOs being able to generate local donations to support their operations in the future and may be attributable to Yetu. As a CSO respondent interviewed noted, “Yetu went lower to the grassroots level. That is what we have always wanted. Before we spoke about the subgrant that enabled us to invest in the grassroots system that we speak about now. The information and expertise from Yetu really helped, it helped us create a network.”

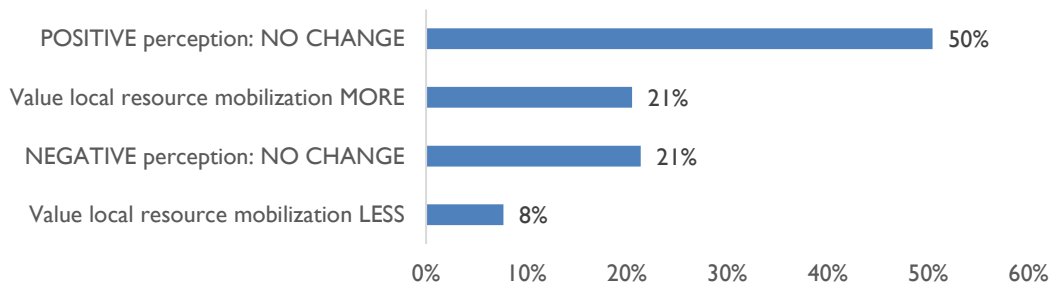
Turning to perspectives toward dependence on foreign donors, 74 percent of respondents disagreed or strongly disagreed that an organization that received most of its money from foreign donors is able to provide equal or better services than an organization that received the same amount of money from local donors. (See Figure 6.) While this reflects attitudinal support for locally sourced resources, a smaller majority (57 percent) felt that it makes more financial sense to engage in community outreach over seeking foreign grants.

**Figure 6: Perceived value of receiving money from foreign donors vs. local donors**



In an effort to determine if attitudes toward local resource mobilization had changed without true baseline data, the survey asked respondents how they would have answered this question two years ago. Most respondents did not report a change in perception; however, 21 percent reported a positive change in perception towards local resource mobilization compared with eight percent that reported a negative change in attitudes. The largest group, 50 percent, did not show a change in attitude but maintained the perspective that the cost to mobilizing resources was indeed worth the benefits.

**Figure 7: Perceived value of local resource mobilization: change in attitudes**



## CONCLUSIONS

Based on anticipated increases in terms of volunteers, donors, and in-kind giving alongside increased community engagement and positive perceptions of local resource mobilization, the ET believes that CSOs that have engaged with Yetu are much more inclined and will be better able to generate local support. However, it is less clear that this will lead to an increase in financial contributions or that local donations alone will be adequate to sustain these CSOs. For instance, many CSO respondents still perceive it makes more financial sense to seek grants from foreign donors than to engage in community outreach. This might be explained by some of the endogenous barriers CSOs face to giving, specifically that proposal writing is perceived to be simpler and more cost-effective and that CSOs face limited resources that inhibit local resource mobilization. Moreover, generating larger quantities of local donations will involve addressing some of the exogenous barriers that impact local philanthropy in Kenya that extend beyond CSOs. As a result, CSOs will need continued support and encouragement around local resource mobilization, even if CSOs initially see the costs of doing so as steep.

## EQ4: YETU AND USAID/KEA'S STRATEGIC PRIORITIES

*In what ways did Yetu's design and implementation contribute, or not contribute, to USAID/KEA's strategic priorities? How could the program be adapted to more directly and effectively contribute to USAID/KEA's strategic priorities? What, if any, principles and approaches promoted by Yetu could be incorporated into existing USAID/KEA's programs to strengthen civil society legitimacy and sustainability?*

Following guidance provided to the ET after the In-Brief and a pre-Exit Brief, the ET began answering this question by exploring the various intermediate results (IRs) and sub-IRs as described in USAID Kenya's CDCS.<sup>49</sup> The ET also sought to examine documentation on some of USAID's "localization" initiatives, especially documentation on the Journey to Self-Reliance, and reviewed the documents developed by AKF that tie Yetu to USAID's strategic priorities. Furthermore, the ET spoke with USAID/KEA staff belonging to various departments to gauge Yetu's appropriateness of fit within these different departments, and the extent to which local and community philanthropy might tie into the work supported by these departments. Finally, the ET drew upon survey data to explore the various sectors in which Yetu-engaged CSOs operate, as well as the type of CSOs engaged by Yetu.

In determining which strategic priorities to consider within its analysis, the ET relied on two documents. The first was USAID/Kenya's 2014-2018 CDCS – the overarching goal of which is Kenya's governance and economy sustainably transformed – which lays out three overarching DOs: devolution effectively implemented (DO1); health and human capacity strengthened (DO2); and inclusive, market-driven, environmentally sustainable economic growth (DO3). These DOs and their corresponding IRs can be found in Annex K. The second document was Yetu's 2018 Workplan which, alongside the 2017 annual report, described how Yetu aligned with USAID's sector-specific strategic areas.

## FINDINGS

*Yetu's contribution to civic engagement.* The Yetu initiative has been connected with USAID/KEA strategic priorities primarily through its alignment with USAID's sub-IR 1.3.1 "Capacity for civic engagement improved", which in turn, is categorized under IR 1.3 "Informed and empower citizens participate in county affairs." However, as has been described earlier, the Yetu Initiative focused on strengthening the resource base and sustainability of CSOs, which can but does not necessarily translate into improved citizen capacity for civic engagement or more informed and empowered citizens participating in county affairs without specific attention being paid to those issues. Furthermore, when the ET asked respondents

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<sup>49</sup> See USAID/Kenya (May 2014). "Country Development Cooperation Strategy." <https://www.usaid.gov/sites/default/files/documents/1860/USAID%20Kenya%20CDCS%20Public%20Full%20Color%20May%202014.pdf>. As the CDCS is from 2014-2018, they are soon to be revised.

about the main lessons they learned from their engagement with Yetu, responses tended to focus on improved local philanthropy, but not necessarily on improved civic engagement.

Following an in-depth analysis of Yetu’s training materials, the ET came across a notable exception to this. Namely, as part of the curriculum developed for the blended learning initiative, Course Seven on Community Engagement covers some content that might be used to provide some additional credence to Yetu’s alignment with sub-IR 1.3.1. The content in three modules in particular – Community Planning (Module 4), Two Way Feedback Loops (Module 5), and Allowing Communities to Evaluate your Performance (Module 6) – focus on how communities may be more engaged in civic matters.

Based on the most recent semi-annual report, it seems that the online portion of Course Seven is now available on Litmos, though the M&E data available to the ET don’t seem to provide details on course completion rates. Regardless, once the complementary, in-person component of Course Seven is available, this should provide somewhat better justification for Yetu’s alignment with sub-IR 1.3.1.

*Yetu’s contribution to organizations and beneficiaries of strategic priority.* USAID/KEA’s sub-IR 1.3.2 focuses on “Women, youth and marginalized groups participation and representation enhanced,” while sub-IR 2.3.3 emphasizes “Expand youth access to essential services that are more youth-friendly.” To this end, the type of organizations supported by Yetu might also serve as grounds by which to explore Yetu’s contribution to USAID/KEA’s strategic priorities. As seen in Table 5, 24 percent of surveyed, Yetu-supported CSOs describe themselves as women’s organizations, 16 percent as student or youth organizations, and 14 percent as focused on socio-economically marginalized groups.

**Table 5: Reported organization type among surveyed organizations**

Category	Count	% of total (n=119)
Service-provision organization	57	48%
Advocacy organization	48	40%
Women’s organization	28	24%
Student or youth organization	19	16%
Association of socio-economically marginalized groups	17	14%
Economic interest organization	16	13%
Non-profit media	13	11%
Faith--based organization	10	8%
Professional association	8	7%
Culture/arts/social/recreational organization	5	4%
Ethnic, traditional or indigenous group	2	2%
Research organization or think tank	1	1%

*Note: Each organization was able to select up to 8 categories.*

*Yetu’s contribution to government-oriented IRs and sub-IRs.* USAID/KEA’s CDCS also set forth work with the Government of Kenya (GOK) and county governments as a priority area. Sub-IR 1.3.4 emphasizes “Citizen access to government information and services enhanced,” while sub-IR 2.1.2 focuses on “Strengthened GOK engagement with donors and coordination of support.”

As noted in EQ2, one area Yetu has not yet focused on has been around the enabling environment, including elements such as the policy environment and tax structure. On the other hand, as an important outcome of Yetu’s work, CSOs have noted greater support from county governments for their campaign

work. The type of support has varied significantly, with examples including donations of books and space for libraries, allocation of public land for educational facilities, and so forth.

Interviews with CSOs – primarily subgrantees – confirm this greater county government buy-in. For instance, one CSO noted that the *“county gave us 150,000 shillings from the bursary kitty to recognize the work we do.”* Another CSO stated that *“[The] county government quantifies in-kind contribution of hospital costs. They identify that our project will help their community.”* A third subgrantee mentioned, *“The county government is now the biggest contributor.”*

Furthermore, CSOs increasingly see the value of engaging with local governments to support their work, with one subgrantee CSO – advocating for devolution and engaging communities in decision making with local government – mentioning, *“governments are about budgets and we can push them to get more people in to the budget cycle. CSOs have a space to engage with the budget process and escalate this from ward to the county level. We must start reaching out to ward representatives for resources to be allocated to community issues.”*

Thus, through Yetu’s support to CSO campaigns, CSOs and their beneficiaries are more likely and better able to access government services by way of funds, and county-level governments are able to coordinate the support they provide to local CSOs and communities.

*Yetu’s contribution to specific sectors.* In its FY 2017 annual report and FY 2018 workplans, Yetu staff align Yetu with the following USAID sector-specific strategic areas: youth development, health & education systems, gender equality and women’s empowerment, countering violent extremism, and devolution and local government linkages. By so doing, Yetu staff drew upon the focus of the CSOs with which they engage to describe how Yetu has contributed to USAID sector-wise strategic priorities.

Survey respondents were asked to identify their organization’s topical specialization. The results are summarized in Table 6. Responding organizations reported a diversity of topical areas of focus, many of which are priority areas for USAID. Fifty-eight percent (68 organizations) reported working in education, 55 percent (64 organizations) in health and sanitation, 36 percent (42 organizations) in youth development, and 29 percent (34 organizations) in gender equality. Fewer organizations reported working on issues of peace-building (potentially related to combating violent extremism) and local governance and decentralization, other areas where USAID operates.

**Table 6: Reported organization specialization among surveyed organizations**

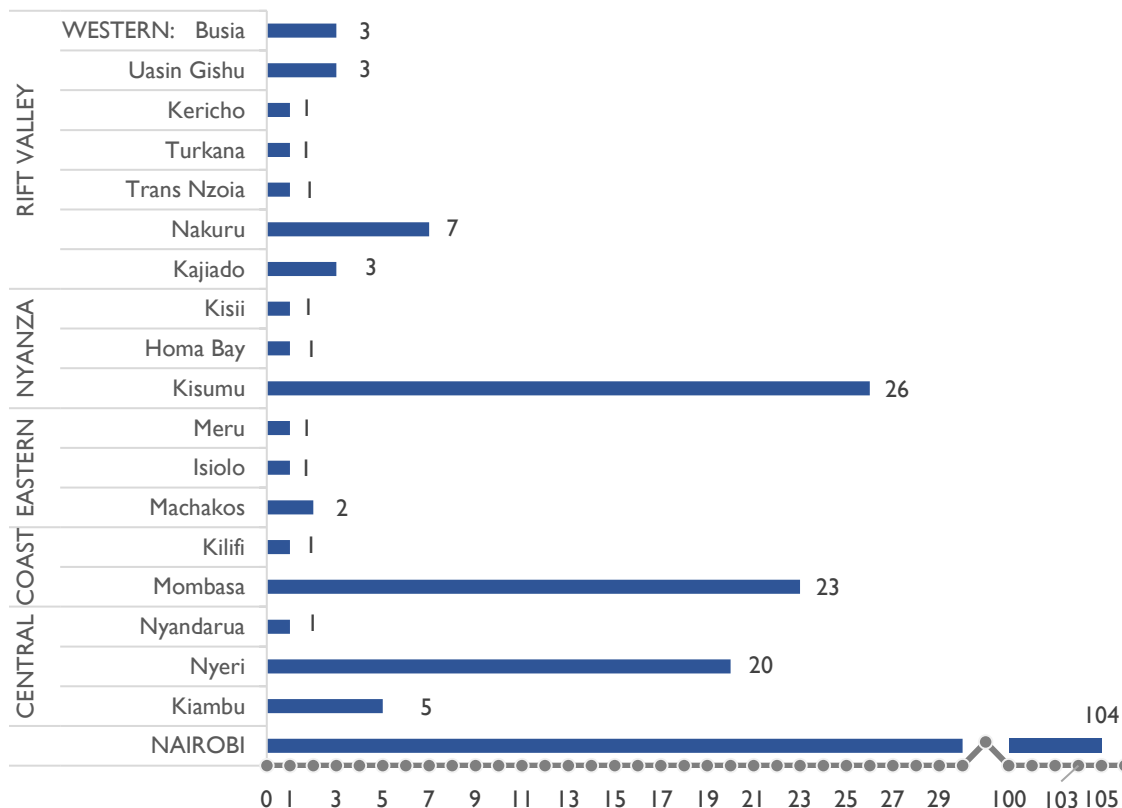
<b>Category</b>	<b>Count</b>	<b>% of total (n=117)</b>
Education	68	58%
Health, water, and sanitation	64	55%
Social inclusion	49	42%
Youth development	42	36%
Economic growth and employment	37	32%
Gender equality	34	29%
Environment and sustainable development	34	29%
Human rights and rule of law	34	29%
Food and nutrition	28	24%
Agriculture and rural development	28	24%
Humanitarian assistance	22	19%
Peace-building	21	18%
Culture and development	18	15%
Industry, trade and investment	15	13%
Knowledge and technology transfer	14	12%
Local governance and decentralization	14	12%
Disaster risk reduction	13	11%
National governance and public administration	10	9%
Other	22	19%

*Note: Each organization was able to select up to 8 categories.*

*Yetu's contribution to places of importance to USAID.* Another angle by which to examine Yetu's contribution to USAID/KEA's strategic priorities is through the places in which CSOs engaged by Yetu are located, contingent on whether USAID prioritizes specific localities. The figure shows that the majority (50.2 percent) of CSOs engaged through Yetu reside in Nairobi, with only a limited number of CSOs engaged in Yetu from the other counties. Perhaps expectedly given regional workshops, CSOs from Kisumu (12.6 percent), Mombasa (11.1 percent), and Nyeri (9.7 percent) have notable engagement levels as well, which may continue to increase as regional workshops continue under KAFP.



**Figure 8: Organization Location, by county and former province based on Yetu monitoring data**



## CONCLUSIONS

**Yetu’s contribution’s to USAID’s strategic priorities.** Based on the findings above, Yetu has contributed to USAID’s DOs through its work to supporting elements of devolution (DO1). Stemming from the support provided by Yetu on local resource mobilization, Yetu-supported CSOs have successfully petitioned for and received support from county governments, thus enhancing access to local government services. This greater dependence on county governments means CSOs are more likely to rely on and hold county governments accountable, which constitutes an important element of devolution.

Yetu has also contributed to strengthening health and human capacity (DO2). This has been achieved by Yetu’s support to CSOs focused on a range of sectors mentioned in the CDCS under DO2, such as education, health, youth development and gender equality. Less apparent during this analysis was how Yetu contributed to DO3 on economic growth, which does not align as easily as the other DOs with Yetu’s goals.

Finally, Yetu has contributed to groups and locations of strategic priority to USAID. For instance, with Yetu’s more recent initiatives – such as regional workshops and a more diversified geographic spread of bootcamp CSOs – a greater diversity of counties has been impacted, some of which coincide with those targeted by USAID. In addition, Yetu has supported organizations and groups that align with USAID’s focus on women, youth, and marginalized and disenfranchised groups described in numerous sub-IRs.

**Adapting Yetu to more directly and effectively contribute to USAID’s strategic priorities.** Drawing from content in previous EQs, the ET believes that Yetu can be adapted in two ways to more directly and effectively contribute to USAID’s strategic priorities. First, the Collaborative Space that Yetu

is currently in the process of launching could help USAID achieve many of its strategic priorities. Though its functions and structure have yet to be defined, the Collaborative Space would invariably convene CSOs to engage in and explore topics including policies, community perceptions, collaboration, and other models of resource mobilization.

Based on Summative Learning Workshop meeting notes and given that a majority of the philanthropy ecosystem actors interviewed noted challenges with GOK policies toward giving, if the Collaborative Space were to engage directly with the national GOK and county governments around policies and support to CSOs, then activities of the Collaborative Space might align with sub-IR 1.1.3 “Targeted county governance structures for public participation established” and sub-IRs 2.1.2 “Strengthened GOK engagement with donors and coordination of support.” Additionally, as Yetu has encouraged with the CSOs it has supported, by engaging with both corporations and SMEs to support CSOs, the Collaborative Space can feed into sub-IR 2.1.3 “Expanded innovative means of leveraging private sector resources.”

Second, Yetu can more directly and effectively contribute to USAID’s strategic priorities by incorporating other community philanthropy elements into its components and approaches. As echoed in Yetu’s development hypothesis, inherent to community philanthropy is better engaging communities in addressing their own needs, enhancing local ownership and empowerment, and strengthening connections between communities and the organizations that represent them. The ET notes that many of USAID’s strategic priorities focus on topics such as good governance, representation, and participation. For instance, sub-IR 2.2.3 emphasizes “Greater community involvement in social service delivery promotion and utilization,” sub-IR 1.3.2 focuses on “Women, youth and marginalized groups participation and representation enhanced,” and sub-IR 1.3.1 states “Capacity for civic engagement improved.” Since community philanthropy seems to have natural alignments with many of the USAID’s sub-IRs, incorporating a community philanthropy approach into Yetu would help seat it more comfortably within USAID’s CDCS.

### **Principals and Approaches of Yetu to Strengthen Civil Society Legitimacy and Sustainability.**

Reflecting on areas in which Yetu has been particularly effective and USAID strategic priorities, the ET believes that the following components and principles of Yetu may be incorporated into other USAID programs.<sup>50</sup>

Following the data collection period, the Yetu team conducted a follow-up Collaborative Space workshop with philanthropy ecosystem actors. By doing so, Yetu continues to nurture a place for ecosystem actors to convene, thereby further strengthen Kenya’s philanthropy ecosystem. As this space continues to grow to eventually include a larger number of CSOs, *USAID should encourage the CSOs it works with in sectors and places of interest to also get involved*, as this will allow them to access many of the resources and draw support from other CSOs toward their initiatives. For instance, the CSOs engaged through USAID’s countering violent extremism (CVE) activities may engage with the Collaborative Space to identify how they can better access resources that can sustain their operations or be connected with organizations in different sectors that can incorporate CVE activities in their work.

As the ET believes is planned with the newest bootcamp, *USAID can engage the CSOs currently being supported through its programming into bootcamps*. Either these CSOs can be incorporated into bootcamps conducted by Yetu (or the Collaborative Space), or USAID can identify an IP to utilize the bootcamp model of conducting a series of workshops over time that is paired with mentoring and coaching. The content of these workshops can be modified as needed and as applicable to the outcomes USAID seeks to achieve, though the current content may help open up a source of financing through local resource mobilization that should help ensure greater CSO sustainability.

Though the courses developed for the blended learning initiative tend to focus on strategic communications capacity and local resource mobilization, there are a few modules that focus on how CSOs might better engage with communities, specifically the Community Engagement courses modules 4,

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<sup>50</sup> Given Yetu’s focus on CSOs, many of the suggestions that follow will also be focused on CSOs

5, and 6. Given the challenges highlighted in EQ3 and throughout Yetu’s Program Description around trust, *capacitating CSOs in accountability systems and community engagement* would help chip away at issues of trust thereby improving perceptions of legitimacy for the CSOs USAID supports.

Bootcamp and subgrant approach participants engaged with county governments to a notable extent. This engagement with government both offers CSOs more legitimacy and directs CSOs and the individuals they serve to better hold county governments accountable. Thus, *this principle of mobilizing resources and support not only from citizens and private individuals but also local governments may be further encouraged amongst the CSOs USAID works with.*

Finally, though Viwango has experienced challenges in certifying CSOs, the CSO certification process should continue to be encouraged, as it offers CSOs and other organizations standards to strive towards and may provide local donors a more reliable means by which to gauge the legitimacy of a CSO. *The CSOs USAID works with should endeavor to complete the certification process once it is relaunched.*

## RECOMMENDATIONS

Stemming from the findings and conclusions above, the ET proposes the following recommendations:

### RECOMMENDATIONS ON STRATEGIES AND APPROACHES

As noted in EQ2, EQ3, and EQ4, **USAID and AKF should continue to support and expand the Collaborative Space** as a space for philanthropy ecosystem actors to convene, collaborate, tackle exogenous barriers impeding local philanthropy, and define their role in the other elements of a philanthropy ecosystem. USAID and AKF should encourage actors in this space to shift thinking away from “organization-based thinking” to “field-based thinking.” Given AKF and USAID’s extensive work with communities and local CSOs in select counties in Kenya, both organizations can draw on their existing linkages in counties to begin generating county-level support for the idea.

Furthermore, rather than solely establishing a singular Collaborative Space – in line with the notions of devolution, self-reliance, and local philanthropy – the ET recommends exploring regional (inter-county) Collaborative Spaces, as this would help establish a mechanism by which local CSOs, CBOs, and other philanthropy ecosystem actors may convene to address priority functions as defined by these organizations. An example of this may be seen in Mexico, where twenty-one community foundations work by geographic location and convene local organizations, businesses and public sector stakeholders to define and articulate local needs. In Kenya, encouraging collective spaces at the regional level allows local organizations to define philanthropic structures that meet their needs and thus are more likely to be sustainable over the long-term. These questions around structure and function should factor in heavily to discussions held by Collaborative Space members over the next few months.

**Given an increased focus on Self-Reliance and Local Solutions, the ET encourages USAID to consider incorporating a greater focus on local philanthropy in the next CDCS.** Incorporating local philanthropy in the next CDCS could be done both by integrating local philanthropy indicators and targets into other programs and through stand-alone programs. For the former, just as USAID has a gender expert and requires all indicators to be disaggregated by sex, so too can an expert and indicators on local philanthropy be cross-cutting for USAID initiatives that directly focus on community engagement, civil society, and governance work. However, indicator targets would have to be gradual to ensure that they can realistically be achieved and accommodate the varying degrees of support for activities across sectors.

For the latter, the bootcamp approach and content can be scaled up to better encourage local philanthropy. While this may be an activity taken on by a USAID IP, in line with the recommendation above on the Collaborative Space and in order to draw greater interest and engagement by philanthropy ecosystem actors (especially CSOs) toward Collaborative Spaces, the ET recommends that **USAID continue to support bootcamps as a part of this focus in the next CDCS on local**

**philanthropy, albeit implemented by members of the Collaborative Spaces.** Given its experience, AKF staff would initially play an integral role in setting up and managing these Collaborative Spaces and the bootcamps, but over a few years, this responsibility should be shifted to the independently-operating Collaborative Spaces, the structure of which should be determined during collaborative space meetings over the next few months.

Imbued in these bootcamps and other USAID programming focused on Self-Reliance should be a **greater emphasis on community philanthropy tools, mechanisms, and modules**, as described in EQ2 and EQ4. In doing so, IPs and the CSOs with which they work will be more responsive to the needs of the communities they serve and will better engage them in decision-making. This would not only improve community trust of CSOs but would also strengthen the base of giving (in-kind, volunteering, and financial) for longer-term CSO sustainability. USAID can encourage greater adherence to community philanthropy's precepts by prioritizing programmatic partnerships with IPs and CSOs that have a proven track record of focusing on community philanthropy, and provide these entities with refreshed training content, reporting templates, OCAs, and so forth to better reflect community philanthropy notions.

Examples of community philanthropy tools, mechanisms, and modules that may be incorporated include providing trainings on community mapping of assets, capacities, and trust; supporting community philanthropy models such as funds (community and otherwise), youth banks, etc.; and encouraging improved community engagement and accountability systems, which can build on the resources already developed by Yetu focused on community planning, feedback loops, community evaluation of performance, and methods by which to reporting back to communities.<sup>51</sup>

Finally, as noted in EQ2 and EQ3, **there needs to be a greater emphasis on addressing the legal and regulatory challenges faced by civil society** on both a county level (EQ2) and national level (EQ3). The ET believes that the Collaborative Space(s) would be best positioned to tackle these challenges, though its ability to do so will be informed by the areas of focus the Collaborative Space decides to pursue. Regardless, if organizations engaged with the Collaborative Space are able to construct a list of tangible legal and regulatory changes they would like to see addressed, USAID and AKF can both use their considerable reputational capital to encourage national and county governments to address these challenges or support other institutions such as the Civil Society Reference Group (CSRG) to pursue these changes.

## **RECOMMENDATIONS ON SPECIFIC COMPONENTS AND ACTIVITIES**

Beyond the longer-term recommendations focused on strategies and approaches above, the following recommendations outline how specific components described in EQ1 may be modified in the nearer-term or if used in subsequent programming:

- 1) In-kind giving as a valuable means of local philanthropy was strongly encouraged by Yetu staff and was a clear takeaway for many of the CSOs benefitting from the Yetu Initiative. However, this has not universally translated into CSOs incorporating in-kind giving into subsequent campaign targets or annual workplans after their engagement with Yetu. Thus, **Yetu staff should examine how to continue supporting CSOs in better incorporating in-kind giving into their targets and annual planning after their engagement with Yetu has concluded, as this may inform USAID programming going forward.**

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<sup>51</sup> An existing tool the ET heard referenced by KCDF was their participatory OCA, which engages communities in the OCA process and looks at dimensions of community engagement. Though the ET has not seen this tool, there may be domains within that participatory OCA that can be incorporated into the OCA used by Yetu to better incorporate elements of community participation in assessing capacity. Additional resources on community philanthropy – including approaches and tools – can be found in a paper by Grantcraft at [http://www.grantcraft.org/assets/content/resources/Community\\_Philanthropy\\_paper.pdf](http://www.grantcraft.org/assets/content/resources/Community_Philanthropy_paper.pdf).

- 2) Given the less positive assessments of Yetu and lower observed local resource mobilization by CSOs outside of Nairobi, additional efforts should be made to strengthen community philanthropy efforts outside of the capital. There is some qualitative evidence to suggest that these findings might be driven by a more challenging environment for local philanthropy. One option might be to consider a greater matching ratio. For example, rather than a 1:1 match ratio, CSOs further away from large cities may be offered a 1:1.5 match ratio. As a multiplier, matching funds can work well as a tool for local philanthropy and, if done to appropriately accommodate community priorities, is especially well-suited to encourage community philanthropy. Improved match ratios may also be used to encourage giving to priority campaign topics that align with USAID objectives.
- 3) Private sector engagement has been and should continue to be used as a tool to stimulate local philanthropy. As CSOs noted, they were especially successful with an increased focus on local businesses. **Thus, CSOs engaged with Yetu – particularly those engaged through regional workshops and in-person blended learning sessions – should be encouraged to focus on private sector giving regardless of the size of the business** and to map out the businesses (including kiosks) that may be able to avail financial and in-kind resources.
- 4) As the Yetu initiative winds down, **AKF and USAID should continue to explore how Yetu's components that are not already nested within a partner organization may be integrated into sustainable systems or structures.** In the short-term, AKF East Africa will continue to serve a convening role among local partners and is exploring an option for merging the Collaborative Space with a local Kenyan institution. Furthermore, the Collaborative Space has now convened a few times; should it continue to do so, it may house some of Yetu's other components, though there is no certainty that the Collaborative Space will house these components once its functions have been finalized. As such, AKF and USAID should monitor the Collaborative Space's progress, and, as necessary, begin exploring alternative systems or organizations that may take up the aforementioned components that are not absorbed by the Collaborative Space.
- 5) As noted in EQ3, there are several exogenous factors that inhibit people and communities from giving. Shifting these factors is an on-going and long-term process. In the nearer term, it may be beneficial to **launch media campaigns to encourage people and businesses to engage in local philanthropy or partner with existing entities implementing such campaigns.** The Collaborative Space may be best positioned to inform the type of campaign, how the appeal is made, and the details of the campaign.

# ANNEX A: EVALUATION STATEMENT OF OBJECTIVES

## Statement of Objectives

### Yetu Evaluation

#### I. BACKGROUND INFORMATION

##### A. Identifying Information

Activity Name	Yetu Initiative
Program	USAID/KEA DGC Office
IP	AKF
Award Number	AID-615-A-14-00002
Funding	\$2.9 million
Award Dates	10/1/2014- 9/30/2019
Activity location	Kenya
DOs	DO 1 primarily, also supports DOs 2 and 3
Period to be evaluated	Program inception to date
Contracting Representative	Officer Faye Haselkorn

#### Overview

USAID/KEA and the AKF intend to contribute new knowledge to a global CoP around community philanthropy and civil society strengthening by carrying out an evaluation of the Yetu Initiative in Kenya. Yetu Initiative is a GDA with the AKF that leverages resources for community philanthropy-based approaches to empower Kenyan CSOs to help communities tackle challenges that they deem most pressing. By supporting Kenyan contributions towards community-driven priorities, Yetu builds local ownership, trust, and support for Kenyan civil society, while also building self-reliance and reducing dependence on external donors. The purpose of the Yetu evaluation is to learn from the experiences in Yetu about the strengths, limitations and good practices of community philanthropy as practiced in the initiative. Fieldwork for the evaluation will be conducted in August-September 2018.

#### Description of the Activity to Be Evaluated

The Yetu Initiative is a GDA with the AKF that leverages resources for community philanthropy-based approaches to empower Kenyan CSOs to help communities tackle challenges that they deem most pressing. By supporting Kenyan contributions towards community-driven priorities, Yetu builds local ownership, trust, and support for Kenyan civil society, while also building self-reliance and reducing dependence on external donors. Yetu is helping CSOs to engage communities with awareness raising, fundraising drives, and capacity building. The activities help improve CSO organizational capacity through learning platforms and mentoring on key areas such as marketing, communications, public relations, brand-raising, governance and external relations; and deploying new online and mobile philanthropy platforms that reduce transaction costs and engage a younger and more tech-savvy population in local philanthropy.



Yetu supports a number of USAID priorities identified in the CDCS as well as the Administrator's priority of "self-reliance."

The period of performance of Yetu is October 1, 2014 to September 30, 2019. The total award budget is \$5.999 million. This includes a USAID share of \$2.998 million, of which USAID has obligated \$1.952 million to date, and plans to obligate an additional \$500,000 in the coming month. AKF's share of the total budget is \$3.001 million, which consists of AKF's own funds and funds leveraged from individuals, corporations, foundations, and local government.

Yetu is on track to meet its award targets despite the budget constraints, although issues of sustainability and scale remain a challenge. Yetu has experimented with different types of interventions (from grants to local organizations, bootcamps, blended learning, fundraising platforms, etc.) and is constantly seeking ways to add greater value and increase its impact. Moreover, Yetu's CSO participants have also engaged in various methods of building local support (cash and in kind) for their missions (from galas and community events to fundraising campaigns) with varying degrees of success. While the activity is managed and funded by the Democracy, Governance, and Conflict office, the organizations that benefit from Yetu span across various sectors from women and youth empowerment and girl's hygiene to literacy and education for the disabled. (See Annex I.)

### **Evaluation Purpose and Audience:**

The purpose of the Yetu evaluation is to learn from the experiences in Yetu: the strengths, limitations and good practices of community philanthropy as practiced in the initiative. Of particular interest is how community philanthropy can be used to strengthen civil society and promote self-reliance in Kenya. (Self-reliance can be looked at in several ways including communities that set their own priorities, meeting their own resource requirements, and carry out their own development actions.)

USAID/KEA and AKF/East Africa will use this evaluation to inform future engagement/support to civil society across their DOs. With USAID/Kenya's CDCS expected to come to an end in FY 2019, the evaluation will contribute to how CSO sustainability issues can be incorporated into the next strategy. The findings and recommendations will also be utilized by USAID/Washington (DCHA/DRG) and AKF/USA to strengthen the practice of community philanthropy within their respective organizations and globally.

### **Evaluation Questions:**

Evaluation findings, conclusions, and recommendations shall address the following key questions:

1. Which local philanthropy tools and approaches supported through Yetu have been most successful, in what circumstances, and why? What are the prospects and limitations of these approaches being used under other circumstances (organization type and geography) or as a tool in other non-community philanthropy programming?
2. What aspects of the "philanthropy ecosystem" (see attached paper in Annex 2, "What Makes a Strong Ecosystem of Support to Philanthropy?") did Yetu address most effectively? Least effectively? For instance, Yetu focused heavily on organizational capacity, building a CoP and fundraising/outreach campaigns (including online platforms). Are there other factors that are important to achieving the long-term objectives that were not sufficiently addressed? Which ones and why?
3. How well does Yetu's sustainability plan address the long-term viability of local philanthropy in Kenya? What evidence is there that the participating CSOs will be able to generate local donations to support their operations in the future?
4. In what ways did Yetu's design and implementation contribute, or not contribute, to USAID/KEA's strategic priorities? How could the program be adapted to more directly and effectively contribute to USAID/KEA's strategic priorities? What, if any, principles and approaches promoted

by Yetu could be incorporated into existing USAID/KEA's programs to strengthen civil society legitimacy and sustainability?

Note: Success can be defined in several ways. We can look at how the tools and approaches helped CSOs address the three important aspects of self-reliance, namely, civil society setting their own priorities, mobilizing resources locally (less dependence on external donors) and greater autonomy in implementing development priorities. In addition to looking at how much money was mobilized, it is also possible to look at how these tools and approaches had a differing effect on how people think or value civil society.

**Team Composition** (Illustrative. The contractor may propose positions and team compositions it deems most effective.)

- International Team Lead (and lead drafter)
- Community Philanthropy Expert
- Kenyan Civil Society/Local Philanthropy Expert
- Kenyan Logistician/Scheduler
- Relevant experts from USAID/Washington, AKF/USA and/or another member of the Global Alliance for Philanthropy (funded by each respective organization)

### **Data Collection Methods**

The Contractor shall propose the methodological approach(es) most likely to fulfill the objectives of the evaluation. This could include, but is not limited to, the following:

- Desk Review
- Case Study Analysis
- Interviews with internal and external stakeholders
- Comparison with elements of other program funded by USAID in Kenya or other donor programs with similar intent
- Focus group discussions (FGDs) or surveys of Yetu partners and beneficiaries

### **Data Analysis Methods**

The contractor must have a clear plan for analyzing and triangulating data from various sources to generate high quality and credible evidence to answer the EQs. The analysis method(s) must be relevant to the data collection methods and tools proposed. Potential limitations of the methodologies must be thoroughly addressed considered along with ways to mitigate these limitations. This information should be presented in the proposal Inception Report.

All conclusions made by the ET must be supported by clear, verified, and detailed evidence. Anecdotal evidence will not be considered sufficient for discussion and/or drawing conclusions.

### **Deliverables**

- Implementation Plan/Inception Report
- Desk Review
- Presentation (including PowerPoint) for key stakeholders (USAID, Yetu Project Steering Committee, AKF).
- Draft Report
- Final Report and Annexes
- Presentations to stakeholders in Nairobi and Washington, DC

### **Suggested Documents for Desk Review**

- Yetu Program Description
- Yetu Semi-Annual and Annual Reports
- Yetu Monitoring and Evaluation Reports
- Yetu Studies (Why Kenyans Give; CSO Sustainability, etc.)
- USAID/KEA CDCS

- Others TBD

**Illustrative Timeline (Notional).** SI should propose some alternative timelines for USAID consideration.

June 12, 2018	SOO Finalized and sent to SI as tasking
July 7, 2018	SI submits proposed implementation plan/proposal
August 1, 2018	Desk Review commences
August 14, 2018	Inception Report Submitted
August 21- September 7	Fieldwork in Kenya
September 8	Preliminary Findings Presented to USAID, AKF and Yetu Project Steering Committee in Nairobi
September 25	First draft of report submitted
October 5, 2018	USAID/AKF send comments on draft report
October 25, 2018	Final report Submitted
November 2018	Report presented to USAID, AKF and the Community Philanthropy Alliance (in Washington, DC)

#### **Annex 1: List of Yetu CSO beneficiaries**

See

<https://docs.google.com/document/d/1jbgDFm7CNI8tYGTNAS7hmZad2zFgsxiurqZxMlmeo/edit>

#### **Annex 2: WINGS Paper on Community Philanthropy Ecosystem**

See

<http://wings.issuelab.org/resource/what-makes-a-strong-ecosystem-of-support-to-philanthropy.html>

## ANNEX B: ADDITIONAL NOTES ON METHODOLOGY

In this annex we provide additional information on the evaluation methodology beyond what is provided in the body of the report.

### QUALITATIVE RESPONDENT SAMPLING

In undertaking this evaluation, the ET categorized respondents into the following groups and subgroups, from which they then sampled:

#### CIVIL SOCIETY ORGANIZATIONS

An important element of the Yetu Initiative focused on CSOs in Kenya. While some of Yetu's components had broader applications to CSOs at large, CSOs interacted directly with Yetu through the following approaches: subgrants, bootcamps, regional workshops, and the blended learning initiative component.<sup>52</sup>

**Subgrants Respondents:** In total, eight organizations were engaged as subgrantees. Approximately half of these respondents were located in Nairobi, with the other half located in Eldoret, Kericho, Kisumu, and Nyeri. Data from seven of eight subgrantees were collected via phone survey; all eight subgrantees were interviewed in-person.

**Bootcamp Respondents:** A total of 32 organizations engaged with Yetu as bootcamp participants belonging to one of two cohorts. Of these 32 organizations, the ET conducted surveys with all organizations and interviews with eight organizations, four of which were in close proximity to Nairobi, two of which were conducted in-person outside of Nairobi (Kilifi and Homa Bay Counties), and two of which were conducted via phone with respondent outside of Nairobi (Nyandarua and Isiolo Counties).

**Regional Workshop Respondents:** As per the M&E data provided to SI and the ET, approximately 134 individuals have engaged in regional workshop thus far. Of these, respondents from 34 organizations responded to the phone survey. In total, the ET conducted interviews with five organizations located in Kisumu and Mombasa counties.

**Blended Learning Initiative Respondents:** At the time of this evaluation, approximately 130 individuals had attended a blended learning initiative course. Of these, respondents from 64 organizations participated in the phone survey. For interviews, though the ET attempted to contact more individuals, only a handful agreed to participate, many of whom had already been interviewed as subgrant and bootcamp respondents. The ET conducted an interview with one organization (that had only participated in blended learning) located in Kiambu County.

#### PHILANTHROPY ECOSYSTEM ACTORS

Beyond the CSOs engaged directly by Yetu or Yetu-supported initiatives, the ET interviewed a number of organizations that operate within the philanthropy space in Kenya, and by the nature of the activities they engage in, help shape Kenya's philanthropy ecosystem. Data from these organizations were exclusively collected through interviews and formulated an important part of the ET's analysis in EQs 1, 2, and 3.

**Yetu IPs:** Yetu partnered with several organizations to help implement its various components. Beyond their role in Yetu though, many of these organizations also play a broader role in shaping philanthropy or the civil society space in Kenya. The organizations interviewed include: Tech Soup, KCDF, Pact, M-Changa, ICM, KAFP, and Viwango.

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<sup>52</sup> Importantly, subgrant and bootcamp respondents were encouraged by Yetu to attend regional workshop and blended learning initiative classes, so there are instances in which CSOs might be categorized as belonging to multiple CSO groups.

**Other Philanthropy Ecosystem Actors:** In addition to Yetu’s IPs, an array of other organizations also influences or informs the philanthropy space in Kenya. Some of these organizations may currently or in the past have been involved with Yetu, but that interaction has been limited thus far. The organizations interviewed include: The CSRG, The Ford Foundation, and the EAPN.<sup>53</sup>

## YETU FRAMEWORK ORGANIZATIONS

To ensure a more robust understanding of the Yetu Initiative – including the factors taken into account when the project was being set up, how it fits into USAID programming, and where the project will go in the near-term future – the ET interviewed individuals from the two entities involved in setting up Yetu: USAID/KEA and AKF staff.

**USAID Respondents:** In total, the ET interviewed eight individuals from USAID, including staff directly involved with setting up and establishing Yetu, as well as with USAID staff engaged in non-Yetu projects. The purpose of interviewing the latter group was to help the ET answer EQ4.

**AKF Respondents:** The ET also interviewed AKF staff who have been directly involved with the Yetu initiative as project staff (Yetu staff) as well as organizational staff (AKF staff). Interviews with AKF respondents informed the ET’s findings on all EQs.

## OTHER RESPONDENT GROUPS

Finally, the ET interviewed two more general categories of respondents: Kenya Government-affiliated individuals – comprised of one interviewee belonging to the NGO Co-ordinating Board and the other to the Department of Education and Children for Mombasa County – and private community members engaged in the efforts of two of the CSOs supported through Yetu. Both respondent groups were limited in number, however. As such, the ET was only sparingly able to draw on data from these informants, given the limited sample sizes.

## DATA ANALYSIS

Given the mixed methods approach utilized in this evaluation, the ET employed data triangulation, an analysis strategy in which data sources are analyzed independently, in parallel, and then compared. Findings from each data set was then used to inform and explain findings across data types for each EQ. Analysis methods used include:

1. **Content Analysis** – The ET reviewed and coded KII and GI data to identify recurrent findings, formulate conclusions, and develop recommendations for each EQ.
2. **Trend Analysis** – The ET examined M&E data provided in Yetu’s annual and semi-annual reports towards its indicators over time to identify trends in performance relative to activity targets. The ET also examined the M&E data provided on CSOs to inform its analysis toward EQ 4.
3. **Gap Analysis** – The team analyzed where Yetu fell short in terms of the initiative’s components, and the likely factors contributing to these shortcomings.
4. **Comparative Analysis** – The ET compared different stakeholder groups perspectives to assess either convergence or divergence. The ET identified findings that arose from the interviews and explored any variances between the various categories of respondents laid out above. This method enabled the ET to look for trends within and across sub-groups.

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<sup>53</sup> Some of these Other Philanthropy Ecosystem Actors used to or continue to serve on Yetu’s Steering Committee, such as EAPN and The Ford Foundation

5. **Gender Analysis** – As possible, data collected through KIIs and GIs were disaggregated by sex and analyzed for effects on both male and female respondents to show any significant differences. Importantly, the ET observed no attributable differences based on respondent sex.
6. **Quantitative and Regression Analysis** – The ET examined the effect of Yetu approaches on financial giving, number of donors, and number of volunteers.

Table 7 provides an overview of the data collection and data analysis methods that correspond with each of the EQs.

**Table 7: Evaluation design matrix**

EQs	Data Collection Methods & Data Sources	Data Analysis Methods
<p>1. Which local philanthropy tools and approaches supported through Yetu have been most successful, in what circumstances, and why?</p> <p>What are the prospects and limitations of these approaches being used under other circumstances (organization type and geography) or as a tool in other non-community philanthropy programming?</p>	<p><u>Desk review:</u> annual and semi-annual reports, annual work plans, IP reports, OCAs, ISPs, Yetu’s Attachment B – Program Description.</p> <p><u>Survey with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs with implementing and oversight bodies:</u> USAID staff, AKF staff, Yetu staff, Yetu IP staff, Government of Kenya officials, Steering Committee Members, etc.</p> <p><u>KIIs with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs/FGDs with organizational donors:</u> companies, philanthropic organizations, AKF-facilitated, national, county-specific, etc.</p> <p><u>KIIs/FGDs with individual donors:</u> various means and demographics</p>	<ul style="list-style-type: none"> <li>● Content analysis of reporting documentation</li> <li>● Thematic analysis of KII/FGD data</li> <li>● Analysis of survey data</li> <li>● Analysis of M&amp;E data</li> <li>● Gender and social analysis</li> </ul>
<p>2. What aspects of the “philanthropy ecosystem” did Yetu address most effectively? Least effectively?</p> <p>Are there other factors that are important to achieving the long-term objectives that were not sufficiently addressed? Which ones and why?</p>	<p><u>Desk review:</u> annual and semi-annual reports, annual work plans, Yetu’s Attachment B – Program Description, What Makes a Strong Ecosystem of Support report, CSO Sustainability in Kenya report, etc.</p> <p><u>Survey with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs with implementing and oversight bodies:</u> USAID staff, AKF staff, Yetu staff, Yetu IP staff, Government of Kenya officials, Steering Committee Members, etc.</p> <p><u>KIIs with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs/FGDs with organizational donors:</u> companies, philanthropic organizations, AKF-facilitated, national, county-specific, etc.</p> <p><u>KIIs/FGDs with individual donors:</u> various means and demographics</p>	<ul style="list-style-type: none"> <li>● Content analysis of reporting documentation</li> <li>● Thematic analysis of KII data</li> <li>● Analysis of survey data</li> <li>● Gender and social analysis</li> </ul>
<p>3. How well does Yetu’s sustainability plan address the long-term viability of local philanthropy in Kenya?</p>	<p><u>Desk review:</u> annual and semi-annual reports, annual work plans, Yetu’s Attachment B – Program Description, Steering Committee, Summative Learning Workshop notes, OCA scores, ISPs, CSO Sustainability in Kenya report, How Community Philanthropy Shifts Power, Why</p>	<ul style="list-style-type: none"> <li>● Content analysis of reporting documentation,</li> </ul>



<p>3.1 What evidence is there that the participating CSOs will be able to generate local donations to support their operations in the future?</p>	<p>Kenyans Give report, Corporate Philanthropy in Kenya report, reflection workshop reports, M&amp;E data (donations, leverage lists, M'Changa data), etc.</p> <p><u>Survey with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs with implementing and oversight bodies:</u> USAID staff, AKF staff, Yetu staff, Yetu IP staff, Government of Kenya officials, Steering Committee Members, etc.</p> <p><u>KIIs with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs/FGDs with organizational donors:</u> companies, philanthropic organizations, AKF-facilitated, national, county-specific, etc.</p> <p><u>KIIs/FGDs with individual donors:</u> various means and demographics</p>	<p>OCA scores, and ISPs</p> <ul style="list-style-type: none"> <li>● Thematic analysis of KII data</li> <li>● Analysis of survey data</li> <li>● Analysis of M&amp;E data</li> <li>● Gender and social analysis</li> </ul>
<p>4. In what ways did Yetu's design and implementation contribute, or not contribute, to USAID/KEA's strategic priorities?</p> <p>How could the program be adapted to more directly and effectively contribute to USAID/KEA's strategic priorities? What, if any, principles and approaches promoted by Yetu could be incorporated into existing USAID/KEA's programs to strengthen civil society legitimacy and sustainability?</p>	<p><u>Desk review:</u> annual and semi-annual reports, annual work plans, Yetu's Attachment B – Program Description, Steering Committee, Summative Learning Workshop notes, OCA scores, ISPs, CSO Sustainability in Kenya report, reflection workshop reports, M&amp;E data (used in contribution analysis), etc.</p> <p><u>Survey with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p> <p><u>KIIs with implementing and oversight bodies:</u> USAID staff, AKF staff, Yetu staff, Yetu IP staff, Government of Kenya officials, Steering Committee Members, USAID staff (post-field data collection), etc.</p> <p><u>KIIs with beneficiary CSOs:</u> Subgrantees, bootcamp, and blended learning participants</p>	<ul style="list-style-type: none"> <li>● Contribution analysis</li> <li>● Content analysis of reporting documentation, OCA scores, and ISPs</li> <li>● Thematic analysis of KII data</li> <li>● Analysis of survey data</li> <li>● Analysis of M&amp;E data</li> <li>● Gender and social analysis</li> </ul>

**LIMITATIONS AND MITIGATION STRATEGIES**

The ET was aware of several bias and limitation risks in data collection and analysis, for which it developed the following mitigation strategies:

*For interviews, respondent answers may have been subject to recall bias related to past events or experiences. The survey allowed the ET to partially address this challenge to interviews by ensuring a larger number of respondents, thus mitigating individual challenges with recall. Primary data collection was also cross-checked with desk review documents which, given the timeframe over which they were developed, should be subject to less recall bias. Survey data questions that ask respondents to compare findings across years asked respondents to draw upon actual data as possible. For survey data, several questions were included asking about financial data. In most cases, organizations provided approximations that they felt confident in. A smaller group provided exact data based on financial records, and a smaller minority of provided only rough approximations.*

*Having an ET composed of individuals from different cultures may have evoked response/desirability biases whereby respondents may alter their answers due to explicit or implicit expectations.* The ET mitigated these biases by clearly indicating, as part of the informed consent procedures, the independence of the evaluators. Documentation provided by USAID and AKF were available to re-enforce this independence. The team members – descriptions for whom can be found in Annex I – also switched notetaker or facilitator roles depending on the interviewee as necessary.

*Depending on the context, interviewees may respond differently based on the interviewer's gender.* Gender bias is a risk because most individuals have a subconscious sense of appropriate roles and behavior for women and men. To help attenuate this potential bias, the ET reviewed gender-sensitive approaches during the inception period by taking USAID's Gender 101 training. During fieldwork, the four-person ET – composed of two women and two men – also split such that each data collection team was composed of one woman and one man each. This allowed for the ET to switch interviewers, as necessary, if there were concerns with gender bias.

*Limited numbers of respondents and respondents who had not been involved with Yetu components.* There is some evidence to suggest that organizations that were less involved in Yetu were also less likely to participate in the survey. Forty organizations did not participate in the four main Yetu outreach efforts (subgrantees, bootcamps, regional workshops, and blended learning). These included organizations that participated in other Yetu initiatives and some that were not involved in Yetu in a substantive way but appeared on the list provided by AKF. By hiring a local data collection firm to collect survey data, SI achieved a higher response rate than would otherwise have been seen through an online survey. The ET ensured that all survey respondents included in the analysis matched up with the lists of individuals or people supported by Yetu via subgrants, bootcamps, blended learning, or regional workshops.

*Non-representative sample of donors.* At SI's request, prior to field deployment, AKF emailed CSOs asking them to identify potential donors who may be interviewed for this evaluation. SI followed up with some of these CSOs to set up FGDs with donors from the local community with which these CSOs work. In so doing, SI was hoping to better understand the barriers being faced by community members that inhibited them from giving, and how donors were able to overcome these barriers (to help answer EQ3). However, most CSOs were either hesitant to avail their donors for FGDs or were unable to assemble donor groups for FGDs. The ET therefore only ended up interviewing a small number of donors for two CSOs outside of Nairobi. This sample of donors was too small to rely on to derive findings. To redress this limitation, the ET instead asked CSOs about the barriers that community members face in giving and drew on secondary data from research on Why Kenyans Give to answer the question at hand.

*Research/Respondent fatigue.* The Yetu Initiative has supported several research studies that likely draw from the same population of respondents as this evaluation. Thus, the possibility of research fatigue was a concern for SI. The ET mitigated this by clearly stating the goals of the research, and through the deployment of a local research firm to follow up and engage with less responsive organizations.

# ANNEX C: QUALITATIVE PROTOCOLS AND QUESTIONS

## CONSENT FORM FOR KII AND GI

**Introduction:** Thank you for taking the time to meet with us today. We are researchers from Social Impact (SI), and we have been contracted by USAID to evaluate the Yetu Initiative, a USAID and AKF funded initiative to promote community philanthropy in Kenya. You have been selected to participate in this research because of your involvement in the Yetu Initiative, engagement with CSOs involved in Yetu, or your knowledge of community philanthropy. Today's interview is expected to last approximately 1 hour, and we will discuss Yetu's approach to promoting community philanthropy, its effectiveness, and the likelihood of these approaches continuing in the future.

**Risks and benefits:** We do not anticipate that you will incur any risk or direct benefit from participating in this interview.

**Confidentiality:** Your responses in this interview will be kept in confidence by the ET. Only the ET will have access to the notes that are taken. Your name or position will not appear in any reporting.

**Voluntary participation:** Your participation is voluntary. If you do not want to participate or to answer specific questions you do not have to. Should you choose to participate, please know that you may change your mind at any point during our discussion. There will be no consequences to your decision not to participate.

**Report:** We expect to speak with approximately XX people as part of this review. The information that you and others provide will be used to write report. This report will be shared with USAID and other stakeholders for comment and eventually be made public.

- Do you have any questions for us before we get started?
- Are you willing to participate in this interview?

## QUALITATIVE QUESTION BANK

Below are the core questions that will be asked of groups of interviewees or FGD participants. Additional questions will be added on a case by case basis, based on document review and preceding KIs and FGDs.

Abbreviations: CSO – Civil Society Organizations, AKF – Aga Khan Foundation, USAID – United States Agency for International Development (implying those staff involved with Yetu directly), IPs – Implementing Partners, GoK – Government of Kenya, EI – Essential Infrastructure (philanthropy-focused organizations including networks, universities, associations, etc.)

EQ	Interview Question
I, I.1	<p>Based on our records, it seems that you engaged with Yetu through the &lt;approach&gt;.</p> <ul style="list-style-type: none"> <li>● What aspects of that approach did you find effective? What made these aspects effective?</li> <li>● What aspects of that approach did you find challenging? What made these aspects challenging?</li> <li>● How viable would it be for this approach to be used with other types of organizations (organizations both within the realm of philanthropy and outside)?</li> <li>● How viable would it be for this approach to be used in different geographical contexts in Kenya?</li> </ul> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
I, I.1	<p>As a part of your engagement with Yetu, what tools or techniques did you learn about?</p> <p><i>(Note: Some of the tools were M'Changa, twinning/peer learning, business/CSO partnerships, strategic communications and digital support, private sector mentoring, regional workshops, and communities of practice, coaching &amp; mentorship, research, OCA and ISP processes, and ad hoc Yetu support. CSOs also used tools in their outreach to communities, including gala events, family fun days, use of social networks, and appeals to the Kenyan diaspora to name a few)</i></p> <ul style="list-style-type: none"> <li>● What aspects of those tools did you find effective? What made these aspects effective?</li> <li>● What aspects of the tools did you find challenging? What made these aspects challenging?</li> <li>● Were these tools cost efficient? Time efficient? Did these tools deliver value from your standpoint?</li> <li>● What have you achieved, or believe you will be able to achieve, through using these tools?</li> <li>● How important do you believe these tools are in allowing your organization to achieve its goals?</li> <li>● Do you believe that the tools you worked with could be used outside of community philanthropy programming? If so, how/why? If not, why not?</li> <li>● Did you find any differences in how the tools worked based on context/geography?</li> </ul> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
	<p>Based on the tools you've used, how, if at all, have they influencing the following:</p> <ul style="list-style-type: none"> <li>● How you determine your priorities?</li> <li>● Resource flows from in-kind and cash sources?</li> <li>● How your organization is perceived and trusted by outsiders?</li> </ul> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
I, I.1	<p>Reflecting on your experience with Yetu's <b>subgrants</b> approach and the organizations that were engaged through this approach, do you believe the approach was successful? Why or why not?</p> <ul style="list-style-type: none"> <li>● Were there specific circumstances in which you felt this approach was more successful? Less successful?</li> <li>● Could this approach be used with other organizations?</li> <li>● Could this approach be used in other locations in Kenya?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu staff, EI, GoK</i></p>

<p>I, 1.1</p>	<p>Reflecting on your experience with Yetu’s <b>bootcamps</b> approach and the organizations that were engaged through this approach, do you believe the approach was successful? Why or why not?</p> <ul style="list-style-type: none"> <li>● Were there specific circumstances in which you felt this approach was more successful? Less successful?</li> <li>● Could this approach be used with other organizations?</li> <li>● Could this approach be used in other locations in Kenya?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu staff, EI, GoK</i></p>
<p>I, 1.1</p>	<p>Reflecting on your experience with Yetu’s <b>blended learning initiative / regional workshop</b> approaches and the organizations that were engaged through this approach, do you believe the approach was successful? Why or why not?</p> <ul style="list-style-type: none"> <li>● Were there specific circumstances in which you felt this approach was more successful? Less successful?</li> <li>● Could this approach be used with other organizations?</li> <li>● Could this approach be used in other locations in Kenya?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu staff, EI, GoK</i></p>
<p>I, 1.2</p>	<p>Yetu employed a number of tools over its period of performance. From your standpoint:</p> <ul style="list-style-type: none"> <li>● Which tools did you find effective? What made these tools effective?</li> <li>● Which tools did you find less effective? What made these tools less effective?</li> <li>● What circumstances impacted whether or not these tools were effective?</li> <li>● Which, if any, of these tools do you believe could be used outside of community philanthropy programming? How would they need to be modified or shaped?</li> </ul> <p><i>(Note: Some of the tools were M’Changa, twinning/peer learning, business/CSO partnerships, strategic communications and digital support, private sector mentoring, regional workshops, and communities of practice, coaching &amp; mentorship, research, OCA and ISP processes, and ad hoc Yetu support)</i></p> <p><i>Potential KIs: USAID, AKF, Yetu staff, EI, GoK</i></p>
<p>I, 1.2</p>	<p>What factors convinced you to donate time, money, or in-kind to the &lt;CSO&gt;?</p> <ul style="list-style-type: none"> <li>● As a part of the &lt;CSO&gt;’s engagement with Yetu, they engaged in modules focused on &lt;topic or tool&gt;. Did you see examples of this in your interactions with &lt;CSO&gt;?</li> </ul> <p><i>Note: the topics covered and tools used vary widely. This question will therefore be tweak considerably, depending on how respondents answer the parent/lead-in question.</i></p> <p><i>Potential KIs: Individual donors, organizational donors</i></p>
<p>2</p>	<p>How was Yetu conceptualized?</p> <ul style="list-style-type: none"> <li>● Who “sat at the table” to plan and then finalize the Yetu initiative?</li> <li>● How did they decide on the different components of Yetu? <ul style="list-style-type: none"> <li>○ [Probe: Which documents, research, or people were consulted?]</li> </ul> </li> <li>● In retrospect, were there any voices that you believe should have been consulted that weren’t?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, IPs</i></p>
<p>2</p>	<p>Has Yetu engaged with (or attempted to engage with) associations, membership organizations, universities, and other networks supporting the field of philanthropy in Kenya?</p> <ul style="list-style-type: none"> <li>● If yes, can you provide specific examples of this? <ul style="list-style-type: none"> <li>○ How does Yetu fit in or contribute to a grouping of support organizations?</li> </ul> </li> <li>● If no, what do you believe prevented this?</li> </ul>

	<i>Potential KIs: USAID, AKF, Yetu, IPs, EI</i>
2	<p>Do you believe that Yetu’s approach and components are well-suited to the Kenyan context?</p> <ul style="list-style-type: none"> <li>Does Yetu address the needs of and barriers to community philanthropy in Kenya? (Probe for examples)</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>
2	<p>Do Yetu’s activities use language and ideas that are customized and appealing to Kenyan CSOs? (Probe for examples)</p> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, EI</i></p>
2, 3.1	<p>Take a minute to reflect on philanthropic giving in Kenya:</p> <ul style="list-style-type: none"> <li>In your experience, in what ways do Kenyans give? (ex. time, financially, etc.)</li> <li>In your experience, to whom do Kenyans give? (ex. relatives, orphans, community members, etc.)</li> <li>In your experience, why do Kenyans give? (ex. religion, culture, etc.)</li> <li>Has Yetu been able to capture these elements of giving? Are there any elements of giving that Yetu may not have sufficiently captured? <ul style="list-style-type: none"> <li>How might Yetu better capture these means of giving?</li> </ul> </li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, donors, GoK, EI</i></p>
2	<p>As you see it, how is the regulatory/legal environment (in terms of around philanthropic giving? What aspects of the regulatory/legal environment negatively impact philanthropic giving? (Probe: national and county level)</p> <ul style="list-style-type: none"> <li>As far as you’re aware, has Yetu tried to address these challenges? If so, how?</li> <li>Has Yetu tried to address other challenges to the regulatory/legal environment? If so, how?</li> <li>What else might Yetu do to address challenges to the regulatory/legal environment?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>
2	<p>As you see it, how is the tax structure around philanthropic giving? What aspects of the tax structure negatively impact philanthropic giving? (Probe: national and county level)</p> <ul style="list-style-type: none"> <li>As far as you’re aware, has Yetu tried to address these challenges? If so, how?</li> <li>Has Yetu tried to address other challenges to the tax structure? If so, how?</li> <li>What else might Yetu do to address challenges to the tax structure?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>
2	<p>As you see it, how is the accountability system around philanthropic giving? What aspects of the accountability system are improperly tuned philanthropic giving? (Probe: national and county level) (Probe: national and county level)</p> <ul style="list-style-type: none"> <li>As far as you’re aware, has Yetu tried to address these challenges? If so, how?</li> <li>Has Yetu tried to address other challenges with accountability? If so, how?</li> <li>What else might Yetu do to improve the accountability around philanthropic giving?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>



2	<p>Based on your experience, how is information- and intelligence-sharing in Kenya as it pertains to philanthropic giving? How can information-sharing for philanthropic giving be improved?</p> <ul style="list-style-type: none"> <li>● As far as you're aware, has Yetu tried to improve information sharing? If so, how?</li> <li>● What else might Yetu do to improve information sharing?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>
2	<p>Based on your experience, how and in what ways do organizations focused on philanthropic giving convene? For what reasons to organizations convene (for example, for collective voice, collective action in philanthropy)?</p> <ul style="list-style-type: none"> <li>● As far as you're aware, has Yetu tried to impact how organizations convene? If so, how? <ul style="list-style-type: none"> <li>○ If you have them, can you share examples of how Yetu helped connect CSOs to engage in collective action?</li> <li>○ Do you have experience with a Yetu-facilitated CoP? How was this CoP used?</li> </ul> </li> <li>● What else might Yetu do to improve how organizations focused on philanthropy convene?</li> </ul> <p><i>Potential KIs: USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</i></p>
2	<p>What were the reasons you decided to engage with Yetu? (Probe to better understand the outcomes that they desired)</p> <ul style="list-style-type: none"> <li>● How, if at all, has working with Yetu impacted your organization's ability to achieve the outcomes you sought? What evidence is there that this is the case?</li> <li>● What other factors have helped or hindered your organization's ability to achieve those outcomes?</li> </ul> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
2.1	<p>Are the current forms of support that you get (through Yetu or otherwise) adequate in terms of reaching your sustainability and community philanthropy objectives? Why or why not?</p> <ul style="list-style-type: none"> <li>● What other or different forms of support would be useful for you?</li> </ul> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
2	<p>Yetu has supported CSOs and community philanthropy in the following ways:</p> <ul style="list-style-type: none"> <li>● Research and data</li> <li>● Convening organizations and the sector for example into a CoP</li> <li>● Providing technical support including fundraising and outreach campaigns</li> <li>● Advocacy for the community philanthropy sector</li> <li>● Education – teaching and learning for greater organization capacity</li> </ul> <p>In which of these ways has your organization worked with Yetu? How, if at all, has your organization benefitted from these initiatives? Please provide concrete examples.</p> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
3, 3.1	<p>What barriers currently exist that prevent Kenyans (people and organizations/companies) from giving more?</p> <p>(The following might be areas to probe:</p> <ul style="list-style-type: none"> <li>● systemic barriers (ie. high rates of poverty)</li> <li>● attitudinal barriers (ie. apathy, deservedness of beneficiaries)</li> <li>● logistical barriers (ie. platforms for giving)</li> <li>● organizational perspective barriers (ie. organizations seen as untrustworthy or inefficient)</li> </ul>

	<ul style="list-style-type: none"> <li>● barriers to social group (ie. notions of in-group)</li> <li>● alignment of perceptions (ie. disagree with the organization’s cause))</li> </ul> <p>[Note that some of these barriers might have already been explored in EQ2]</p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</p>
3	<p>Of the barriers you’ve mentioned, which of these barriers have long-term implications? In other words, which of these barriers effect the local philanthropy in the long run?</p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</p>
3	<p>Of the barriers you’ve mentioned, which of these are addressed by the approaches and tools used in Yetu?</p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</p>
3	<p>You’ve noted that the following approaches and tools used by Yetu address barriers that effect local philanthropy in the long run &lt;insert approaches and tools here&gt;. How likely is it that these approaches and tools will be sustained?</p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</p>
3	<p>For those barriers that effect local philanthropy in the long run but are not addressed by Yetu’s tools or approaches, what might be done to address these long-term barriers?</p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, CSOs (subgrant, bootcamp, blended learning initiative/regional workshop), IPs, GoK, EI</p>
3.1	<p>Thinking about the <b>national</b> sources from which you receive donations:</p> <ul style="list-style-type: none"> <li>● Who do these donors tend to be? (Note: names aren’t necessary if this is sensitive. Type can be used instead, such as foundations, companies, etc)</li> <li>● How do they tend to give? (financial, in-kind, volunteering/time, etc)</li> <li>● How has the amount of this giving changed since last year?</li> <li>● How has the number of people donating changed since last year?</li> <li>● What is the prospect that national sources of donations will continue to grow?</li> </ul> <p><u>Potential KIs:</u> CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</p>
3.1	<p>Thinking about the <b>national</b> sources from which you receive donations:</p> <ul style="list-style-type: none"> <li>● Who do these donors tend to be? (Note: names aren’t necessary if this is sensitive. Type can be used instead, such as individuals, foundations, companies, etc)</li> <li>● How do they tend to give? (financial, in-kind, volunteering/time, etc)</li> <li>● How has the amount of this giving changed over time?</li> <li>● How has the number of people donating changed over time?</li> </ul> <p>What is the prospect that national sources of donations will continue to grow?</p> <p>What else can be done to encourage giving from national sources?</p> <p><u>Potential KIs:</u> CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</p>
3.1	<p>Thinking about the <b>local</b> sources from which you receive donations:</p>

	<ul style="list-style-type: none"> <li>Who do these donors tend to be? (Note: names aren't necessary if this is sensitive. Type can be used instead, such as individuals, foundations, companies, etc)</li> <li>How do they tend to give? (financial, in-kind, volunteering/time, etc)</li> <li>How has the amount of this giving changed over time?</li> <li>How has the number of people donating changed over time?</li> </ul> <p>What is the prospect that local sources of donations will continue to grow?</p> <p>What else can be done to encourage giving from local sources?</p> <p>(Note: local is defined sub-national, that is county, city, town, village, etc.)</p> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
3.1	<p>Thinking about the <b>governmental</b> sources from which you receive donations:</p> <ul style="list-style-type: none"> <li>Who do these donors tend to be? (national, county, departmental, etc.)</li> <li>How do they tend to give? (financial, in-kind, volunteering/time, tied to programs/outcomes, etc.)</li> <li>How has the amount of this giving changed over time?</li> <li>How has the number of people donating changed over time?</li> </ul> <p>What is the prospect that governmental sources of donations will continue to grow?</p> <p>What else can be done to encourage giving from governmental sources?</p> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
3.1	<p>How important is in-kind giving and giving of time/volunteering to your organization?</p> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
4, 4.1	<p>Have there been any unintended outcomes that have resulted from your engagement with Yetu? <i>(Guide the respondent to look beyond the subject matter of trainings or courses)</i></p> <p><i>Potential KIs: CSOs (subgrant, bootcamp, blended learning initiative/regional workshop)</i></p>
4, 4.1	<p>Thinking about Yetu and other initiatives focused on strengthening the philanthropy ecosystem, as far as you've observed, what have been some of the outcomes these initiatives have had within local communities?</p> <ul style="list-style-type: none"> <li>What, if any, have been some of the unintended consequences of these initiatives (positive and negative)?</li> </ul> <p><i>Potential KIs: IPs, GoK, EI</i></p>
4.1	<p>Based on what you know about the Yetu Initiative, do you think it might align well with any of the IRs or sub-IRs you oversee?</p> <p><i>Potential KIs: USAID DO TLs/DTLs, USAID Gender Advisor, USAID Program Office representative</i></p>
4.1	<p>Does your office conduct any programming with components that resemble those of Yetu? <i>(Probe for programs focused on systemic change, sustainability, behavior change campaigns, etc.)</i></p> <p><i>Potential KIs: USAID DO TLs/DTLs, USAID Gender Advisor, USAID Program Office representative</i></p>
4.1	<p>Are there other development agencies or foundations outside of USAID that you know of that support similar programming to Yetu? If so, how do those agencies classify those programs?</p> <p><i>Potential KIs: USAID DO TLs/DTLs, USAID Gender Advisor, USAID Program Office representative</i></p>

4	<p>Based on what you've seen of Yetu, do you believe it aligns with USAID's strategic priorities? <i>(List strategic priorities as needed)</i></p> <p><u>Potential KIs:</u> USAID, AKF, Yetu, IPs, GoK, EI</p>
4	<p>How do you think Yetu could be adopted to better contribute to USAID/KEA's strategic priorities? <i>(List strategic priorities as needed)</i></p> <p><u>Potential KIs:</u> USAID, USAID DO TLs/DTLs, USAID Gender Advisor, USAID Program Office representative AKF, Yetu, IPs, GoK, EI</p>

## ANNEX D. PHONE SURVEY INSTRUMENT

**Note on methodology:** The survey should be undertaken with a leader in the organization. This could be the head of the board of directors, the head of the organization, or the heads of programs or asset development for the organization. This was done over the phone by Dahlberg Research.

### Relation to the evaluation questions:

<i>Q1: Effectiveness of tools and approaches</i>	Module H measures Yetu tools and approaches and perceptions of effectiveness and Module I measures individual organization's tool and approaches and perceptions of effectiveness. The planned regression analysis will also explore relationships between these tools and approaches and "success," defined as (1) experiences with local asset development, resource mobilization, and giving (Module F and M&E data), (2) ability to set and drive priorities (Module D), and community assessment of the organization and trust (Module C)
<i>Q2: Philanthropy ecosystem</i>	Module J measure some aspects of the philanthropy ecosystem.
<i>Q3: Sustainability</i>	The survey looks at sustainability through attitudes towards philanthropy (Module G), expected community engagement efforts in 2019 (end of Module I), and proportion and changes in the proportion of resources from giving (Module E).
<i>Q4: USAID priorities</i>	This is not addressed in the survey although Module B will provide a distribution of the topics/sectors the different organizations work on and their alignment with USAID DOs.

### Module A: Consent (2)

**Introduction:** Thank you for taking the time to speak with me today. I am a researcher from Dalberg Research, and will be administering the phone survey. We are working with Social Impact (SI) to conduct an evaluation of the Yetu Initiative, a program supported and implemented by the AKF to promote community philanthropy. You have been selected to participate in this research because your organization participated in an event or activity that was part of this Initiative. Today's interview is expected to last approximately 45 minutes, and we will ask you questions about your organization, your relationship with your community, how priorities are set in your organization, local resource mobilization and giving, attitudes towards local resource mobilization, organizational finances, Kenya's philanthropy ecosystem, and the Yetu initiative.

**Risks and benefits:** We do not anticipate that you will incur any risk or direct benefit from participating in this interview. Your responses to these questions will in no way affect the current or future funding of your organization.

**Confidentiality:** Your responses in this interview will be kept in confidence by the ET to the extent permitted by United States and Kenyan law. Only Dalberg Research and Social Impact will have access to your responses. Only aggregated data and data without identifying information will be shared.

**Voluntary participation:** Your participation is voluntary. If you do not want to participate or to answer specific questions you do not have to. Should you choose to participate, please know that you may change your mind at any point during our interview. There will be no consequences to your decision not to participate.

**Report:** We expect to contact around 250 organizations as part of this survey. The information that you and others provide will be used to write report. This report will be shared with USAID and other stakeholders for comment and eventually be made public. No personal or identifying information will be included in the report.

**Recording:** We like to record interviews as a quality control measure to ensure that answers are properly recorded. These recordings are securely stored and deleted upon completion of data collection. Being recorded is entirely voluntary and you still may participate in the survey without being recorded.

If you have any concerns, you may contact the Social Impact Institutional Review Board at [irb@socialimpact.com](mailto:irb@socialimpact.com) with questions about the study or results or you can contact Patrick Ochieng at +254 703 577 726 or [nyaameme@gmail.com](mailto:nyaameme@gmail.com). Do you have any questions for us before we get started?



Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
A1	Do you consent to participate in the survey				>1900 <2019
		1	Yes		
		2	No		
A2	Please tell me why you do not want to participate in the survey?			Open ended. For each response, the enumerator should make an attempt to convince them to participate. If the respondent is too busy offer to call at another time. If they say they didn't participate in the initiative, say that we still want to interview your organization. If they don't trust the survey, go over the informed consent again and ask for any specific concerns.	
		1	Too busy		
		2	Didn't participate in the initiative		
		3	Don't trust the survey		
		-96	Other. Please specify		
A3	Start time stamp				

## Module B: Introductory questions (4)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
B1	What is the name of your organization?		Open-ended		
B2	To start off, I would like to get a little more information on your organization. In what year was this organization founded?			“Founded” implies when they began working as an organization. This might be different than the date they were formally registered on.	>1900 <2019
			Numeric		
B3	Which of the following describes your civil society organization? You can select all that apply.				Select all that apply
		1	Service provision organization – such as an organization the provides health, literacy, or social services		
		2	Professional association		
		3	Women’s organization		
		4	Student or youth organization		
		5	Advocacy organization – such as an organization focused on civic action, social justice, human rights, consumer groups		
		6	Non-profit media		
		7	Association of socio-economically marginalized groups, including low income people, homeless, immigrants, refugees, landless		
		8	Economic interest organization, including cooperatives, credit unions, and mutual savings groups		
		9	Trade union		
		10	Ethnic, traditional or indigenous groups		
		11	Faith-based organization		
		12	Culture and arts and social and recreational organization		
		13	Research organization or think tank		

		-96	Other (please specify) _____		
B4	Which of the following best describes your organization?				
		1	A community or grassroots organization		
		2	A district or provincial organization		
		3	A national organization		
		4	An international organization		
		-96	Other, please specify		
B5	In what areas does your civil society organization specialize? You can select all that apply.				
		1	Health, water, and sanitation		
		2	Education		
		3	Environment and sustainable development		
		4	Agriculture and rural development		
		5	Food and nutrition		
		6	National governance and public administration		
		7	Local governance and decentralization		
		8	Human rights and rule of law		
		9	Social inclusion		
		10	Humanitarian assistance		
		11	Knowledge and technology transfer		
		12	Gender equality		
		13	Economic growth and employment		
		14	Industry, trade and investment		
		15	Disaster risk reduction		
		16	Peace-building		
		17	Culture and development		
		18	Youth development		
		-96	Others. Please specify. _____		
B6	Currently, how many full-time employees work for your organization?			These are paid employees	0-200
			Numeric		
B7	Currently, how many part-time employees work for your organization?			These are paid employees	0-200
			Numeric		

### Module C: Community valuation and trust (2)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
C1	In your view, how well KNOWN is your organization in the community or communities in which you operate?				
		1	Very well known		
		2	Moderately well known		
		3	Somewhat known		
		4	Not known		
C2	In your view, how well TRUSTED is your organization in the community or communities in which you operate?				
		1	Very well trusted		
		2	Moderately well trusted		
		3	Somewhat trusted		
		4	Not trusted		

### Module D: Ability to set priorities (4)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
D1	I would like to understand better how your organization sets its priorities. Which of the following has the most influence on determining PRIORITIES of this organization?			We define priorities as the issues you as an organization want to address	
		1	Foreign donors (For example, through contract/grant opportunities)		
		2	National donors (For example, through contract/grant opportunities)		
		3	Local donors		
		4	The government or government policy		
		5	Our board of directors		
		6	Our organizational leadership		
		7	Community members		
		-96	Other. Please specify _____		

D2	Which of the following as the SECOND most influence on determining PRIORITIES of this organization?			We define priorities as the issues you as an organization want to address	
		1	Foreign donors (For example, through contract/grant opportunities)		
		2	National donors (For example, through contract/grant opportunities)		
		3	Local donors		
		4	The government		
		5	Our board of directors		
		6	Our organizational leadership		
		7	Community members		
		-96	Other. Please specify _____		
D3	Which of the following has the most influence on selecting the ACTIVITIES the organization will carry out under these priorities?				
		1	Foreign donors		
		2	National donors		
		3	Local donors		
		4	The government		
		5	Our board of directors		
		6	Our organizational leadership		
		7	Community members		
		-96	Other. Please specify _____		
D4	Which of the following has the SECOND most influence on selecting the ACTIVITIES the organization will carry out under these priorities?				
		1	Foreign donors		
		2	National donors		
		3	Local donors		
		4	The government		
		5	Our board of directors		
		6	Our organizational leadership		
		7	Community members		
		-96	Other. Please specify _____		

## Module E: Financial resources (5)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
E1	Now we would like to ask you some questions about how your organization obtains the resources that it needs to operate. In thinking about your organization's 2017 annual revenues, in which of the following categories did your revenues fall?			If the CSO does not use the calendar year, please use 2017 fiscal year figures in answering the questions. Note if a fiscal year was used at the end of this module.	
		1	KES 0-2,500,000		
		2	KES 2,500,000-4,999,999		
		3	KES 5,000,000-9,999,999		
		4	KES 10,000,000-19,999,999		
		5	KES 20,000,000-39,999,999		
		6	KES 40,000,000-79,999,999		
		7	KES 80,000,000-159,999,999		
		8	KES 160,000,000 or more		
E2	Organizations get their FINANCIAL resources from different sources. We would like to know what percentage of your 2017 revenues came directly to your organization from Local resource mobilization and giving?			If the respondent does not know the percentages, ask if they have actual numbers and we can calculate the percentages. If they do not have actual numbers ask for an estimate. Number entered should be an integer without any percentage sign. So for 20% you would enter 20.	0-100
			Numeric		
E3	What percent of your organization's revenue in 2017 came from foreign donors?			An example of a foreign donor is the United States Agency	0-100



				for International Development	
E4	Were the numbers provided precise financial data, a close approximation, or a rough approximation?				
		1	Precise financial data		
		2	Close approximation		
		3	Rough approximation		
E5	<i>If the respondent notes that they use a fiscal year, please provide the months for the fiscal year</i>			For example, October 2017 to September 2017	
			Text		

### Module F: Experiences with giving (21)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
F1	I would like to ask you about local resource mobilization. We divide local resource mobilization into (1) financial giving, (2) in-kind giving, (3) and volunteers Have you received any FINANCIAL giving in 2017 or 2018?			<p>Enumerators should encourage respondents to reference exact financial figures. It might be necessary to call some respondents back to give them time to collect the necessary information or have them invite the person responsible for organization finances.</p> <p>Giving does not include grant agreements from foreign or national donors or contracts with the government to provide services. It does include contributions from individuals, local businesses,</p>	F1=2 3

				corporations, and groups.	
		1	Yes		
		2	No		
F2	In 2018, how many Kenyan shillings have you raised in financial giving?			Double check and confirm the number once written. Avoid errors of too many or insufficient zeros.	F2=1
			Numeric		
F3	In 2017, how many Kenyan shillings did you raise in financial giving?			Double check and confirm the number once written. Avoid errors of too many or insufficient zeros.	F2=1
			Numeric		
F4	Were the numbers provided precise financial data, a close approximation, or a rough approximation?				F2=1
		1	Financial data		
		2	Approximation based on recall		
F5	In thinking about 2018, do you think the AMOUNT of funds from local resource mobilization and giving will higher or lower compared with 2017?			This means the final amount of 2018 giving through the end of the year. If the organization uses a fiscal year that has completed you may enter NA	F2=1
		1	Much higher		
		2	Higher		
		3	Stay the same		
		4	Lower		
		5	Much lower		
F6	Did you receive any IN-KIND contributions 2017 or 2018?			In-kind contributions include gifts like office furniture, computers, meeting space, and food for meetings or	F1=2 3

				events. It can also include organizational capital, advice, good ideas, or access to networks. It does not include volunteer hours. This is discussed below.	
		1	Yes		
		2	No		
F7	Have you attempted to monetize, or calculate the financial value of, these contributions?				
		1	Yes		
		2	No		
F8	In 2018, what was the financial value in Kenyan shillings of in-kind donations?			Double check and confirm the number once written. Avoid errors of too many or insufficient zeros.	F8=I
			Numeric		
F9	In 2017, what was the financial value in Kenyan shillings of in-kind donations?			Double check and confirm the number once written. Avoid errors of too many or insufficient zeros.	F8=I
			Numeric		
F10	Were the numbers provided precise financial data, a close approximation, or a rough approximation?				F8=I
		1	Financial data		
		2	Approximation based on recall		
F11	In thinking about 2018, do you think the AMOUNT of in-kind giving will higher or lower compared with 2017?				F7=I
		1	Much higher		
		2	Higher		
		3	Stayed the same		
		4	Lower		
		5	Much lower		

F12	We aren't just interested in the amount of money or in-kind contributions raised but also in the NUMBER of financial and in-kind donors. I would like to ask you about the number of donors you had. In 2018, how many individual donors have you had?			If an organization received a donation from a community group, that would count as one individual donor	F2=1 f7=1
			Numeric		
F13	In 2017, how many individual donors did you have?				F2=1 f7=1
			Numeric		
F14	Were the numbers provided precise financial data, a close approximation, or a rough approximation?				F2=1 f7=1
		1	Actual data		
		2	Approximation based on recall		
F15	In thinking about 2018, do you think the NUMBER of DONORS will be higher or lower compared with 2017.				F2=1 f7=1
		1	Much higher		
		2	Higher		
		3	Stay the same		
		4	Lower		
		5	Much lower		
F16	Did you have any volunteers working with your organization in 2017 or 2018?				
		1	Yes		
		2	No		
F17	In the 2018, how many volunteers have worked with your organization?				F17=1
			Numeric		
F18	In 2017, how many volunteers worked with your organization?			These do not need to be new volunteers. This should be the total number of volunteers working in 2017 .	F17=1

			Numeric	
F19	Were the numbers provided precise financial data, a close approximation, or a rough approximation?			F17=1
		1	Data	
		2	Approximation based on recall	
f20	In thinking about 2018, do you think the NUMBER of VOLUNTEERS will be higher or lower compared with 2017.			F17=1
		1	Much higher	
		2	Higher	
		3	Stay the same	
		4	Lower	
		5	Much lower	

### Module G: Attitudes towards charitable contributions (3)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
G1	Do you agree or disagree with the following statement: It makes more financial sense to seek grants from foreign donors than to engage in community outreach?				
		1	Strongly agree		
		2	Agree		
		3	Disagree		
		4	Strongly disagree		
G2	Do you agree or disagree with the following statement: An organization that receives most of its money from foreign donors is able to provide equal or better services than an organization that receives the same amount of money from local donors?				
		1	Strongly agree		
		2	Agree		
		3	Disagree		
		4	Strongly disagree		

G3	Do you agree or disagree with the following statement: The costs to mobilizing local resources are NOT worth the benefits?				
		1	Strongly agree		
		2	Agree		
		3	Disagree		
		4	Strongly disagree		
G4	Imagine it is two years ago in the past. And I ask you this same question. How would you answer? Do you agree or disagree with the following statement: The costs to mobilizing local resources are NOT worth the benefits?				
		1	Strongly agree		
		2	Agree		
		3	Disagree		
		4	Strongly disagree		
G5	Why do you think you have changed your mind?			Open ended	If calculation shows movement.
			Text		
G6	Do you agree or disagree with the following statement: Local resource mobilization and giving is a priority for my organization.				
		1	Strongly agree		
		2	Agree		
		3	Disagree		
		4	Strongly disagree		

### Module H: Yetu participation (10)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
H1	In which of the following specific ways has your organization benefited from the Yetu Initiative. Select all that apply.				
		1	Received grants to carry out a Community Campaign		
		2	Participated in bootcamp Workshops		

		3	Participated in a blended learning activity, including an online video course developed by the KCDF		
		4	Participated in regional workshops run by KAFP		
		5	Tried to raise funds through the e-philanthropy platform yetu.org		
		6	Received matching funds to carry out a community campaign or to use yetu.org		
		7	Received coaching and mentorship by assigned coaches, for example, Mike Muchilwa, Anastasia Mutisya, Caroline Sang, or Rosemary Mutunkei		
		8	Received direct guidance from the Yetu team		
		9	Benefited from private sector mentoring from corporate partners		
		10	Participated in twinning or peer learning with other CSOs		
		11	Sought certification by Viwango		
		12	Participated in communities of practice		
		-96	Other. Please specify _____		
		13	None of the above		
H2	On a scale of 1 to 7 where 7 is very helpful and 1 is not at all helpful, how helpful was XXXXXX to your organization in improving your community engagement?			This question will loop to ask about the effectiveness of all identified items in the previous question.	Loops for all H1.
		1	Not at all helpful		
		2			
		3			
		4			
		5			
		6			
		7	Very helpful		



H3	In what years did you engaged in one or more of the events or activities we discussed above? Select all that apply.				
		1	2018		
		2	2017		
		3	2016		
		4	2015		
H4	Has your organization’s participation in the events/activities associated with the Yetu Initiative that we listed above led to a change in your organization’s COMMITMENT to conduct community outreach ?				
		1	Major increase		
		2	Moderate increase		
		3	Minor increase		
		4	No change		
		5	Decrease		
H5	Has your organization’s participation in the events/activities associated with the Yetu Initiative that we listed above led to an increase in your organization’s CAPACITY to conduct community outreach?				
		1	Major positive change		
		2	Moderate positive change		
		3	Minor positive change		
		4	No change		
		5	Negative change		
H6	Has your organization’s participation in the events/activities associated with the Yetu Initiative that we listed above led to an increase in FINANCIAL GIVING from the community?				
		1	Major increase		

		2	Moderate increase		
		3	Minor increase		
		4	No change		
		5	Decrease		
H7	Has your organization's participation in the events/activities associated with the Yetu Initiative that we listed above led to an increase in NON-FINANCIAL GIVING from the community?				
		1	Major increase		
		2	Moderate increase		
		3	Minor increase		
		4	No change		
		5	Decrease		
H8	Has your organization's participation in the events/activities associated with the Yetu Initiative that we listed above led to an increase in local AWARENESS of your organization?				
		1	Major increase		
		2	Moderate increase		
		3	Minor increase		
		4	No change		
		5	Decrease		
H9	In the last two years, have you received support in conducting community engagement from other initiatives besides Yetu?				
		1	Yes		
		2	No		
H10	Which one(s)?			H13=1	
			Text		

### Module I: Community engagement approach (10)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
11	In thinking about the last two years, who have you targeted for financial or in-kind giving. Select all that apply.				
		1	The board of directors		
		2	People in the social networks of our board of directors		
		3	People in the social networks of CSO management		
		4	The local business community		
		5	Kenyan national and international corporations		
		6	Individuals (men, women, youth) in your community.		
		7	Individuals in a specific ethnic or clan group		
		8	Individual Kenyans outside of your immediate community		
		9	Individuals in the Kenyan diaspora		
		10	Other individuals outside of Kenya		
		-96	Other		
12	On a scale of 1 to 7 where 7 is very effective and 1 is not at all effective, how effective was reaching out to XXXXXXX in attracting financial or in-kind giving?			This question will loop to ask about the effectiveness of all factors identified	Loops for all 11
		1	Not at all effective		
		2			
		3			
		4			
		5			
		6			
		7	Very effective		

I4	What kinds of activities have you done to attract financial or in-kind giving? Select all that apply.			<p>A drip campaign entails sending marketing information to prospective donors repeatedly over a long period of time in order to nurture prospects or leads.</p> <p>High net worth individuals engagement means targeting wealthy individuals</p>	
		1	SMS marketing		
		2	Drip campaigns		
		3	Matching funds		
		4	Social media or digital engagement		
		5	Corporate engagement		
		6	High net worth individual engagement		
		7	Celebrity engagement		
		8	Print media outreach		
		9	Broadcast media outreach		
		10	Campaign events, such as a fundraising dinner or family fun day		
		-96	Other		
I5	On a scale of 1 to 7 where 7 is very effective and 1 is not at all effective, how effective was XXXXXX in attracting financial or in-kind giving?			This question will loop to ask about the effectiveness of all factors identified	Loops for all I6
		1	Not at all effective		
		2			
		3			
		4			
		5			
		6			

		7	Very effective		
18	What has been the primary use of resources mobilized through local resource mobilization and giving efforts?				
		1	Strengthen the organization		
		2	Strengthen existing programs		
		3	Expand existing programs		
		4	Initiate new programs		
19	In thinking ahead to 2019, do you think you will increase or decrease your community engagement activities?				
		1	Greatly increase		
		2	Increase		
		3	Keep the same		
		4	Decrease		
		5	Greatly decrease		

### Module J: Philanthropy ecosystem (8)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
J1	Some organizations are primarily focused on supporting other civil society organizations. Does that describe your organization?				
		1	Yes		
		2	No		
J2	Which of the following activities do you undertake				If J1=1
		1	Conducting research on civil society and community philanthropy		
		2	Promoting a culture of philanthropy		
		3	Advocating for an improved legal environment for philanthropy		
		4	Providing information for other civil society organizations		

		5	Building the capacity of other organizations		
		6	Convening or coordinating other organizations through a network or association		
		-96	Other, please specify		
J3	Is your organization a member of any associations, coalitions, or networks of organizations?				
		1	Yes		
		2	No		
J4	Which one(s)?				J3=1
			Text		
J5	In the last 12 months has your organization regularly turned to any specific organizations for information or studies about civil society or community philanthropy?				
		1	Yes		
		2	No		
J6	Which organization(s)?				J5=1
			Text		
J7	In the last 12 months, has your organization received any capacity building support from another organization?				
		1	Yes		
		2	No		
J8	Which organization(s)?				J7=1
			Text		
J9	In the last 12 months, has your organization collaborated with other organizations on local resource mobilization and giving related issues?				
		1	Yes		
		2	No		
J10	Which organization(s)?				J9=1
			Text		

## Module K: Contact information (II)

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
K1	In this last section we just have a few questions about contact information for any potential follow-up. This information is considered confidential. What is the address of your organization?				Add Kenya appropriate constraints
			Text		
K2	In what county is your organization located? If you have offices in more than one county, please let me know where your main offices are.			Do not read out. Select the stated county.	
		1	Baringo		
		2	Bomet		
		3	Bungoma		
		4	Busia		
		5	Elgeyo-Marakwet		
		6	Embu		
		7	Garissa		
		8	Homa Bay		
		9	Isiolo		
		10	Kajiado		
		11	Kakamega		
		12	Kericho		
		13	Kiambu		
		14	Kilifi		
		15	Kirinyaga		
		16	Kisii		
		17	Kisumu		
		18	Kitui		
		19	Kwale		
		20	Laikipia		
		21	Lamu		
		22	Machakos		
		23	Makueni		
		24	Mandera		
		25	Marsabit		
		26	Meru		



		27	Migori		
		28	Mombasa (County)		
		29	Murang'a		
		30	Nairobi (County)		
		31	Nakuru		
		32	Nandi		
		33	Narok		
		34	Nyamira		
		35	Nyandarua		
		36	Nyeri		
		37	Samburu		
		38	Siaya		
		39	Taita–Taveta		
		40	Tana River		
		41	Tharaka-Nithi		
		42	Trans-Nzoia		
		43	Turkana		
		44	Uasin Gishu		
		45	Vihiga		
		46	Wajir		
		47	West Pokot		
K3	What is the phone number for the organization? Is it this number?				Add Kenya appropriate constraints
			Number		
K4	How many people participated in the survey				
		1	One		
		2	Two		
		3	Three or more		
K5	What is the primary respondent's name?				
			Text		
K6	What is your title in the organizations				
			Text		

K7	Is there another number that we can reach you at?				Add Kenya appropriate constraints
			Number		
K8	What is your gender				
		1	Male		
		2	Female		
K9	What is your age-				>16 <99
		1	Below 20		
		2	20-29		
		3	30-39		
		4	40-49		
		5	50-59		
		6	60-69		
K10	For how many years have you been with the organization			For less than one write 0	>0 <50
			Numeric		
K11	Thank you for your participation. That concludes the survey. I should let you know that my organization calls back a small percentage of respondents to ensure that the survey went well, but I want you to know that we sincerely appreciate your time. Do you have any final comments that you would like to add?				
			Text		
K11a	<i>End time stamp</i>				
K11b	<i>Calculate duration</i>				Calculate

**Module L: Data collection firm section**

Item #	Question	Option #	Options	Note to enumerator	Skip logic/ constraint
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L1	Are there any concerns with the accuracy of the information provided?				
		1	No concerns		
		2	Yes, for specific questions		
		3	Yes, consider removing this observation		
L2	Explain the concern and what questions it affects				KI=2
			Text		
L3	Explain the concern and why				KI=3
			Text		
L4	Other enumerator comments			Leave empty if there are no comments	
			Text		
L5	Name of interviewer				
		1	XXXXXX		
		2	XXXXXX		
		3	...		
		4	...		
		5	...		
		6	...		
L6	Name of supervisor				
		1	XXXXXX		
		2	XXXXXX		
		3	...		
L7	Did the supervisor review			For supervisor	
		1	Yes		
		2	No		
L8	Supervisor comments				
			Text		

## ANNEX E: DESCRIPTION OF YETU COMPONENTS

The Yetu initiative involved several different components – most, but not all of which were nested within two different approaches – short descriptions of which follow. These descriptions have been drawn from Yetu documentation when possible.

### Approaches

Subgrants Approach: The subgrants approach engaged 8 Kenyan CSOs in intensive, one-on-one support focused primarily on strengthening their strategic communications and local fundraising capacity. CSOs were selected that were strong, credible Kenyan organizations with experience in selected thematic areas, a demonstrated willingness to work in partnership with businesses and other entities, and a commitment to innovation and community philanthropy. CSO received support through the following components: OCAs and ISPs, ongoing support to campaigns and grants to seed campaign work, CSO certification, e-philanthropy (M-Changa), matching funds, and private sector engagement.

Bootcamps Approach: The bootcamps approach engaged two cohorts of 32 Kenyan CSOs through a series of workshops and complementary learning pathways (coaching and peer learning). The 6 to 8-month approach focused on capacity building, resource mobilization, and campaign development. Unlike the subgrants approach, Yetu’s bootcamp partners are not subgrantees; they do not receive direct financial support from Yetu to carry out their campaigns. CSO received support through the following components: workshop series, peer learning, coaching, e-philanthropy (M-Changa), matching funds, and private sector engagement.

Components directed at the general CSO public: Yetu also supported several components directed at the broader community of CSOs in Kenya, not just those directly engaged by Yetu through the two approaches above. Those components are as follows: CoP Listserv, Research, blended learning, regional workshops.

### Components

OCAs and ISPs (Subgrant approach): OCAs assist organizations in assessing critical elements for effective organizational management and identifying those areas that need strengthening or further development. OCA domains include legal and statutory requirements, identity, governance, work program and planning, management systems and policies, resource mobilization and resource allocation, partnership and external relations, and organizational culture and leadership. The OCA process leads to identification and prioritization of capacity interventions, which were then used to develop ISPs.

Ongoing Support to Campaigns / Grants to Seed Campaign Work (Subgrant approach): Yetu provided eight local CSOs with both subgrant funding and capacity building to carry out more effective strategic communications that enhance public understanding and trust in CSOs. CSOs carry out short-term, concentrated community engagement efforts (awareness raising campaigns, membership drives, and fundraising initiatives) that directly encourage local philanthropy.

CSO Certification (Subgrant approach): Yetu worked with Viwango to provide an avenue by which CSOs may obtain certification. Viwango was established with the goal of driving an agenda of professionalism and integrity within civil society forward. Through its certification program, Viwango puts forth standards for CSOs that are intended to create a benchmark against which CSOs can measure their own performance relative to other organizations thereby catalyzing continued improvements. Furthermore, certification sets forth principles and standards of behavior for responsible practice for certified CSOs.

Bootcamp Workshop Series (Bootcamp approach): A series of workshops for CSOs to work on capacity building, resource mobilization and campaign development. The bootcamp experience takes place through multi-day hands-on learning workshops in which the Yetu team, resource providers, and selected CSOs

come together to learn from each other and provide mutual support on planning and implementing campaigns. It involves intense but intermittent training to a select number of CSOs.

Twinning/Peer Learning (Bootcamp approach): A learning process wherein CSOs are partnered with each other, according to strengths and weaknesses, to motivate organizational learning and partnership. The component also encouraged exchange visits.

Coaching/Mentorship (Bootcamp approach): A learning process whereby civil society actors are partnered with bootcamp participants to provide ongoing, individualized mentoring to the CSO. These interactions occurred both in-person and remotely depending on the location of the CSO and the mentor.

E-Philanthropy / M-Changa (Subgrant and Bootcamp approaches): The E-Philanthropy Platform was introduced to better engage a younger and more tech-savvy population in giving to Kenyan organizations. Combined with mobile money technology, the platform allows for safe, rapid donations to specific organizations or needs. The platform provides a means for individuals to easily find causes they care about and wish to support and integrates social media and other interactive features to allow organizations to stay engaged with the people who have contributed to them. M-Changa manages the platform.

Matching Funds (Subgrant and Bootcamp approaches): To promote healthy competition amongst CSO participants and provide a greater incentive for donors to give, Yetu offered matching funds to the CSOs with which it worked. In some cases – as with bootcamp participants – these matching funds were structured as a competition, whereas in other cases – as with M-Changa – funds raised were matched one-for-one.

Private Sector Engagement (Subgrant and Bootcamp approaches): Through workshops and ongoing support to campaigns, Yetu and its IPs encouraged CSOs to approach private sector entities – such as local corporations and businesses – as sources of local resource mobilization. Additionally, Yetu identified private sector mentors to help CSOs with their specific community engagement campaigns and institutional strengthening needs.

CoP Listserv (general CSO public): An informal listserv made up of donors, CSOs, international experts, academics, government representatives, businesses and other interested parties to share advice and suggestions, ground-truth initiative assumptions, share lessons and promote the benefits and successes of local or community philanthropy.

Research (general CSO public): The Yetu Initiative seeks to improve the policy environment for local philanthropy by working with partners and international experts to conduct research, distribute lessons learned and engage a diverse group of stakeholders on relevant issues to encourage philanthropy. To date, Yetu has commissioned or supported three pieces of research: Why Kenyans Give, Civil Society Organization Sustainability in Kenya, and Corporate Philanthropy in Kenya.

Regional Workshops (general CSO public): Designed for CSOs working in counties outside of Nairobi with the aim of improving resource mobilization capacity, these one-day workshops implemented by KAFP were designed to: equip participants with resource mobilization skills and know-how; enable them to fundraise effectively domestically; learn about fundraising opportunities in the domestic funding market; expand their network and contacts; and keep abreast with fundraising trends and their implications on their domestic resource mobilization strategies.

Blended Learning Initiative (general CSO public): Blended learning courses, implemented by the KCDF, included an online aspect as well as a face to face session. Courses included effective presentation; story telling; resource mobilization; proposal development, communications and marketing, and facilitation training. Additional course content on topics such as communications plans and community engagement has also been developed for eventual implementation.

## **ANNEX F. DOCUMENTS REVIEWED AND CONSULTED**

### **YETU CONCEPT DOCUMENTS**

AKF USA. Attachment B: Program Description. September 2014. PDF.

AKF USA. The Yetu Initiative: Monitoring and Evaluation Plan. N.P.: USAID, August 2017. PDF.

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### **BACKGROUND RESEARCH**

#### **Framework Research**

Knight, Barry. What Makes a Strong Ecosystem of Support to Philanthropy? Worldwide Initiative for Grantmaker Support. March 2018. PDF.

USAID/Kenya. Country Development Cooperation Strategy. USAID, May 2014. PDF.

Maposa, Susan Wilkinson. A Different Kind of Funder? Global Fund and Johnson Center. January 2017. PDF.

Hodgson, Jenny and Pond, Anna. How Community Philanthropy Shifts Power. GrantCraft and Foundation Center. 2018. PDF.

#### **Yetu-Commissioned or Supported Research**

Yetu Initiative. Why Kenyans Give. N.P.: Aga Khan Foundation and USAID.

Ufadhili Trust and Yetu Initiative. Corporate Philanthropy in Kenya. N.P.: Aga Khan Foundation and USAID.

Tucker, Brad. Civil Society Organization Sustainability in Kenya. N.P.: Aga Khan Foundation and USAID. 2017.

### **ANNUAL AND SEMI-ANNUAL PROGRESS REPORTS AND WORKPLANS**

#### **Progress Reports**

USAID/Kenya. Yetu Initiative Year I Semi-Annual Progress Report. N.P.: USAID, March 2015. PDF.

USAID/Kenya. Yetu Initiative Year I Annual Progress Report. N.P.: USAID, September 2015. PDF.

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#### **Workplans**

USAID/Kenya. Year I Yetu Initiative Workplan. N.P.: USAID. November 2014. PDF.

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### **Annexes to Progress Reports**

Aga Khan Foundation. “Families Helped by Programs Give Back to Grow Local Philanthropy.” Found in Semi-Annual Report, April 2017, Annex 1.

Aga Khan Foundation. “Locally Funded School Libraries Transform Learning in Kenya.” Found in Semi-Annual Report, April 2017, Annex 2.

Yetu Initiative. “Yetu Year II. Annex 4. Campaign tools - Audience Segmentation Worksheet.” Found in Semi-Annual Report, April 2017, Annex 4.

Yetu Initiative. “Yetu Year II. Annex 5. Campaign tools - Creating a Unique Value Proposition.” Found in Semi-Annual Report, April 2017, Annex 5.

Yetu Initiative. “Yetu Year II. Annex 6. Campaign tools - Partners Campaign Budget Template.” Found in Semi-Annual Report, April 2017, Annex 6.

Yetu Initiative. “Yetu Year II. Annex 7. Campaign tools - Campaign Workplan Template.” Found in Semi-Annual Report, April 2017, Annex 7.

Yetu Initiative. “YETU Board Workshop: Board’s Role in Resource Mobilisation Report.” July 2016. Found in Annual Report (year II), Annex 8. PDF.

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### **Steering Committee Meetings**

Yetu Initiative. Minutes of the Steering Committee Meeting 20171117. Notes Doc.

Yetu Initiative. Minutes of the Steering Committee Meeting 20170630. Notes Doc.

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Yetu Initiative. “Omega Foundation – Reflection Workshop Report.” PDF.

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Yetu Initiative. “Yetu Summative Workshop Report 2018.” N.P.: Aga Khan Foundation and USAID. 2018. PDF.

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Yetu Initiative. Leverage List 20180820 -Finance. XLSX.  
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### **Yetu Survey, June 2018**

Yetu Initiative. "June 2018 Yetu Survey." PDF.  
Yetu Initiative. "Yetu Survey Full Report." PDF.  
Yetu Initiative. "Yetu Survey Results Presentation." PPT.  
Yetu Initiative. "Yetu Survey Summary." PDF.

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FDSA. "FDSA\_ Institutional Strengthening Plan." XLSX.  
Pact, Inc. "Yetu Q2 FY18 report." April 2018. PDF.  
Pact, Inc. "Pact Yetu Initiative FY 2017 Q1 Report." PDF.  
Pact, Inc. "Pact Yetu Initiative FY 2017 Q3 Report." July 2017. PDF.  
Pact, Inc. "Pact Yetu Initiative FY 2017 Q4 Report." October 2017. PDF.  
Pact, Inc. "Pact Yetu Initiative FY 2018 Q1 Report." January 2018. PDF.  
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Tumaini. "Tumaini \_Institutional Strengthening Plan." XLSX.  
Yetu Initiative. "Copy of St Joseph ISP." September 2016. XLSX.  
Yetu Initiative. "Yetu Partners ISP combined." January 2018. XLSX.  
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ANDY. OCA Report. PDF.  
Pact, Inc. BCW Baseline OCA Report. February 2018. PDF.

Pact, Inc. FDSA Baseline OCA Report. PDF.  
Pact, Inc. Tumaini Baseline OCA Report. PDF  
Viwango. ANDY OCA Report. PDF.  
Viwango. Childline OCA Report. PDF.  
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Viwango. OCA Tool – ANDY. XLSX.  
Viwango. OCA Tool – ChildLine. XLSX.  
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Viwango. OCA Tool – St Joseph. XLSX.

### **Subgrantees Applications**

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BCW. “BCW Yetu 2015-2-OPN [BCW formerly Friends of Londiani].” PDF.  
Childline. “Childline-ApplicationFormYetu2015-2-OPN Childline Kenya.” PDF.  
FDSA. “FDSA-Yetu 2015-2-OPN Flying Doctors Society of Africa.” PDF  
Kuona Trust. “Kuona Trust-Yetu 2015-2-OPN.” PDF.  
Omega Foundation. “Omega Foundation-Yetu 2015-2-OPN-Omega Foundation.” PDF.  
RAAW Trust. “RAAW Trust-Yetu Initiative.” PDF.  
St. Joseph. “St Joseph-Yetu 2015-2-OPN HIV AIDS SHG.” PDF.  
Tumaini. “Tumaini-Yetu 2015-2-OPN.” PDF.

### **Subgrantees, Campaign Implementation**

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ANDY. Campaign Budget. XLSX.  
ANDY. Goals of the Campaign. Notes Doc.  
ANDY. NIKO Educatable Banner. PDF.  
ANDY. NIKO Educatable. PDF.  
ANDY. Regina Mwangi-Niko Educatable. PDF.  
BCW. MHD Campaign Workplan Update 20180323. XLSX.  
BCW. Kava MHM Plan - BCW Update DRAFT- 20180323. PPT.  
BCW. Nothing Will Stop Me Flyer. PDF.  
BCW. Nothing Will Stop Me Campaign. PDF.  
BCW. Campaign Budget – Updated 20180307. XLSX.

Childline. Childline Campaign Workplan. XLSX.  
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CLK's Unique Value Proposition. PPT.  
Childline. Revised Budget - Rita and TK. XLSX.  
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FDSA. FDSA Campaign Workplan. XLSX.  
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FDSA. Social Media Influencer Poster. JPG.  
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Omega Foundation. Adult-Things-Refined-5A. JPG.  
Omega Foundation. Adult-Things-Refined-5B. JPG.  
Omega Foundation. Adult-Things-Refined-5C. JPG.  
Omega Foundation. Campaign Workplan Omega Foundation. XLSXXLSX.  
Omega Foundation. OF- Education Campaign Budget. XLSX.  
Omega Foundation. Omega - Campaign Proposition. PPT.  
Omega Foundation. Omega Campaign Fact Sheet. PDF.  
BSD. Omega Foundation Report. PDF.  
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RAAW Trust. RAAW Trust Budget AKF Draft Version. XLSX.  
RAAW Trust. RAAW Trust Engagement Plan. XLSX.  
RAAW Trust. Start a Library Campaign One Pager. PDF.  
St Joseph CBO. Action For Orphans Bulletin. PDF.  
St Joseph CBO. Action For Orphans Bulletin 2. PDF.  
St Joseph CBO. Cultural Festival Poster. PDF.  
St Joseph CBO. Family Fun Day Invite +Programme. PDF.  
St Joseph CBO. Flier. PDF.  
St Joseph CBO. Sample Proposal. PDF.  
St Joseph CBO. St Joseph Campaign Workplan. 2017. XLSX.  
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Tumaini. Flier -Care Campaign Goal. JPG.

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Tumaini. Tumaini - YETU Campaign Workplan. XLSX.  
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Tumaini. Tumaini - YETU Campaign Workplan. XLSX.  
Tumaini. Tumaini - YETU Value Proposition. XLSX.

### **USAID/Kenya Reports, Subgrantees**

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USAID/Kenya. BCW USAID Yetu Final Report. PDF.  
USAID/Kenya. CLK USAID Yetu Final Report. PDF.  
USAID/Kenya. FDSA USAID Yetu Final Report. PDF.  
USAID/Kenya. Omega USAID Yetu Final Report. PDF.  
USAID/Kenya. RAAW USAID Yetu Final Report. PDF.  
USAID/Kenya. St Joseph CBO USAID Yetu Final Report. PDF.  
USAID/Kenya. TIC USAID Yetu Final Report. PDF.

### **Targeted Capacity Building, Board Members Training**

Yetu Initiative. Developing a Fundraising Strategy. PPT.  
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Yetu Initiative. YETU Board Training in RM Report I4072016. PDF.  
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### **Targeted Capacity Building, Communications and Marketing Training**

Yetu Initiative. Communications Marketing Workshop Report. PDF.  
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Yetu Initiative. Presentation (Digital Engagement Strategy Development). PPT.

Yetu Initiative. Yetu Digital Engagement Diagnostic Workshop Report. PDF.

Yetu Initiative. Yetu Digital Engagement Diagnostic Workshop Agenda. PDF.

Yetu Initiative. Final schedule for managing the media course (March 23rd and 24th). PDF.

Yetu Initiative. Managing the Media Training Report\_Graduate School of Media and Communications (GSMC). PDF.

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Yetu Initiative. Monitoring and Evaluation Training Narrative Report 13-17 June 2017. PDF.

Yetu Initiative. Yetu Initiative M\_E workshop final programme. PDF.

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St Joseph CBO. Monitoring \_ Evaluation Session Notes\_SJ\_CBO. January 2017. PDF.

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## **BOOTCAMP APPROACH DOCUMENTS**

### **Bootcamp, Attendance Lists**

Yetu Initiative. 11<sup>th</sup> September 2017 – Great Rift Valley Lodge. Bootcamp I. PDF.

Yetu Initiative. 26<sup>th</sup> June 2017 – Enashipai. Bootcamp I. PDF.

Yetu Initiative. 29<sup>th</sup> January 2018 – Voyagers. Bootcamp I. PDF.

Yetu Initiative. 14<sup>th</sup> May 2018 – Amani Tiwi. Bootcamp II. PDF.

Yetu Initiative. 19<sup>th</sup> February 2018 – Enashipai. Bootcamp II. PDF.

Yetu Initiative. 29<sup>th</sup> November 2017 – Simba Lodge. Bootcamp II. PDF.

### **Bootcamp, Campaign and Fundraising Workplans**

YWCA. Campaign Workplan. Bootcamp I. PDF.

AMWIK. Campaign Workplan. Bootcamp I. PDF.

MTG. Campaign Planning and Execution. Bootcamp I. PDF.

FEDWEN. Campaign Workplan. Bootcamp I. PDF.

NOPE KENYA. Campaign Workplan. Bootcamp I. PDF.

ENA. Campaign Workplan. Bootcamp I. PDF.

MYSA. Campaign Workplan. Bootcamp I. PDF.

TYSA. Campaign Workplan. Bootcamp I. PDF.

The Youth Banner. Campaign Workplan. Bootcamp I. PDF.  
Jani Jipya. Campaign Workplan. Bootcamp I. PDF.  
MCK. Campaign Workplan. Bootcamp I. PDF.  
Nairobi. Campaign Workplan. Bootcamp I. PDF.  
VAP. Campaign Workplan. Bootcamp I. PDF.  
KCJWC. Campaign Workplan. Bootcamp I. PDF.  
APDK. Resource Mobilisation Workplan. Bootcamp I. PDF.  
CAI. Campaign Strategy. Bootcamp II. PDF.  
MMAAK. Campaign Management. Bootcamp II. PDF.  
Flying Kites. Campaign Strategy. Bootcamp II. PDF.  
Henry Wanyoike. Campaign Strategy. Bootcamp II. PDF.  
SOWED. Campaign Strategy. Bootcamp II. PDF.  
Beacon of Hope. Campaign Strategy. Bootcamp II. PDF.  
RWPL. Campaign Strategy. Bootcamp II. PDF.  
Emali. Campaign Workplan. Bootcamp II. PDF.  
KCSD. Fundraising Calendar. Bootcamp II. PDF.  
Ogiek. Fundraising Plan. Bootcamp II. PDF.  
Tubae. Fundraising Plan. Bootcamp II. PDF.  
Faraja Foundation. Fundraising Plan. Bootcamp II. PDF.  
Merti. Fundraising Plan. Bootcamp II. PDF.  
TILT. Fundraising Plan. Bootcamp II. PDF.

### **Bootcamp Presentations**

“A Milli for Jadudi” – Bootcamp I. PPT.  
“Boot Camp – case studies Kenyans for Kenya” – Bootcamp I. PPT.  
“Creative Briefs and Message Development” – Bootcamp I. PPT.  
“Monitoring & Evaluation Boot Camp” – Bootcamp I. PPT.  
“Why Kenyans Give Study - Boot Camp Edition” – Bootcamp I. PPT.  
“Yetu Bootcamp Drip Marketing” – Bootcamp I. PPT.  
“Affecto Presentation – Ndugu Nyoro” – Bootcamp II. PPT.  
“CSO Sustainability by Mike” – Bootcamp II. PPT.  
“CSO Sustainability Report” – Bootcamp II. PPT.  
“Media Engagement by Annastacia” – Bootcamp II. PPT.  
“The Place of Local Resource Mob” – Bootcamp II. PPT.

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### **Bootcamp Coaches Meetings Notes**

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Yetu Initiative. “Bootcamp Coaches Meeting 20170822” – Bootcamp I. Notes Doc.

Yetu Initiative. “Bootcamp Coaches Meeting 20171003” – Bootcamp I. Notes Doc.

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Yetu Initiative. Bootcamp I Program: 11<sup>th</sup> to 14<sup>th</sup> September 2017. PDF.

Yetu Initiative. Bootcamp I Program: 26<sup>th</sup> to 30<sup>th</sup> June 2017. PDF.

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Yetu Initiative. Yetu Boot Camp Cohort I – Workshop I Report. PDF.

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### **Blended Learning Facilitator Guides**

Yetu Initiative. Facilitator Guide: Campaign Management. Aga Khan Foundation: USAID. PDF.

Yetu Initiative. Facilitator Guide: Communications Plan. Aga Khan Foundation: USAID. PDF.



Yetu Initiative. Facilitator Guide: Community Engagement. Aga Khan Foundation: USAID. PDF.

Yetu Initiative. Facilitator Guide: Corporate Fundraising. Aga Khan Foundation: USAID. PDF.

Yetu Initiative. Facilitator Guide: Facilitation Skills. Aga Khan Foundation: USAID. PDF.

Yetu Initiative. Facilitator Guide: Individual Fundraising. Aga Khan Foundation: USAID. PDF.

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Yetu Initiative. Facilitator Guide: Proposal Development. Aga Khan Foundation: USAID. PDF.

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Aga Khan Foundation. “Introduction to Campaign Management- Design, Planning and Execution.” PDF.

KCDF. Effective Presentations – Course I. PDF.

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## **REGIONAL WORKSHOP DOCUMENTS**

### **Regional Workshops Presentations**

Yetu Initiative. “Fundraising KachumbariKisumu.” PPT.

Yetu Initiative. “Fundraising KachumbariMombasa3.” PPT.

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Yetu Initiative. “Secrets of Kenyas Best FundraisersNote.” PPT.

Yetu Initiative. “Special Events Letter2.” Notes Doc.

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### **Regional Workshops Attendance**

Yetu Initiative. Kisumu Regional Workshop- 2. JPG.

Yetu Initiative. Kisumu Regional Workshop. JPG.

Yetu Initiative. Msa Regional Workshop. JPG.

Yetu Initiative. Msa Regional Workshop 2. JPG.

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### **Regional Workshops Reports and Brochures**

Yetu Initiative. Regional Fundraising Workshop Report Q1. PDF.

Yetu Initiative. Training Evaluation Report Q1. PDF.

Yetu Initiative. Yetu Training Reporting Template Regional Workshops. PDF.

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Yetu Initiative. Fundraising Kachumbari Final Report. 2018. PDF.

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Yetu Initiative. 2017-2018 Revised Fundraising Kachumbari Brochure. PDF.

### **OTHER DOCUMENTS**

N.A. "Profiles of CSOs Supported Through the Yetu Initiative."

Aga Khan Foundation. "Giving Hope to Orphans Through Vocational Training and Business Start Up Kits."

RAAW Trust: Story for Chela campaign. "A Campaign Snapshot from The Yetu Initiative." September 2015. PDF.

Brand Strategy Design. "Omega Foundation Roll Out Plan." Found in Annual Report (Year II), Annex 3. PDF.

Yetu Initiative. "AKF Lessons Learnt Template." PDF.

## ANNEX G: ORGANIZATIONS INTERVIEWED

#	Organization Name	Type	Location	Interviewees [Women]
1	USAID (Yetu-engaged)	Yetu Framework	Nairobi	3 [1]
2	USAID (non-Yetu)	Yetu Framework	Nairobi	5 [2]
3	Yetu and Aga Khan Foundation Kenya	Yetu Framework	Nairobi	6 [4]
4	Aga Khan Foundation (other offices)	Yetu Framework	Various	2 [1]
5	Action Network for the Disabled	Subgrantee	Nairobi	3 [3]
6	Brighter Communities Worldwide	Subgrantee	Kericho	5 [4]
7	Childline Kenya	Subgrantee	Nairobi	3 [3]
8	Flying Doctors Society of Africa	Subgrantee	Nairobi	3 [3]
9	Omega Foundation	Subgrantee	Kisumu	4 [1]
10	RAAW Trust	Subgrantee	Nairobi	3 [2]
11	St. Joseph's CBO	Subgrantee	Nyeri	3 [0]
12	Tumaini	Subgrantee	Eldoret	2 [1]
13	Echo Network Africa	Bootcamp	Nairobi	3 [3]
14	Flying Kites	Bootcamp	Nyandarua	1 [1]
15	Henry Wanyoike Foundation	Bootcamp	Kikuyu	1 [0]
16	Kenya Christian School for the Deaf	Bootcamp	Homa Bay	3 [1]
17	Merti Integrated Development Program	Bootcamp	Merti	1 [1]
18	Moving the Goalposts Kenya	Bootcamp	Kilifi	1 [1]
19	Vijana Amani Pamoja	Bootcamp	Nairobi	4 [3]
20	Young Women's Christian Association	Bootcamp	Nairobi	1 [0]
21	Ace Africa	Regional Workshop	Kisumu	2 [2]
22	Imarisha Vijana Alliance	Regional Workshop	Mombasa	2 [1]
23	Keeping Alive Societies Hope	Regional Workshop	Kisumu	3 [1]
24	Kisumu Development Program	Regional Workshop	Kisumu	1 [1]
25	Sauti ya Wanawake	Regional Workshop	Mombasa	1 [1]
26	Trees for the Future	Blended Learning	Kiambu	1 [0]
27	Kenya Association of Fundraising Professionals	Implementing Partner	Nairobi	4 [2]
28	Kenya Community Development Foundation	Implementing Partner	Nairobi	2 [1]
29	M-Changa	Implementing Partner	Nairobi	1 [0]
30	Pact	Implementing Partner	Nairobi	1 [1]
31	Tech Soup	Implementing Partner	Nairobi	1 [1]
32	International Consultancy Marketplace	Implementing Partner	Nairobi	2 [1]
33	Viwango	Implementing Partner	Nairobi	2 [2]
34	CSO Reference Group	Philanthropy Ecosystem	Nairobi	2 [1]
35	Ford Foundation	Philanthropy Ecosystem	Nairobi	1 [0]
36	East Africa Philanthropy Network	Philanthropy Ecosystem	Nairobi	1 [0]
37	Department of Education, Mombasa	Government of Kenya	Mombasa	1 [0]
38	NGO Co-ordinating Board	Government of Kenya	Nairobi	1 [0]
39	Brighter Community Worldwide Donors	Community Members	Kericho	2 [1]
40	Omega Foundation Donors	Community Members	Kisumu	6 [3]

## ANNEX H: ADDITIONAL SURVEY FINDINGS

This annex contains additional survey summary statistics, findings, and analysis not discussed in the main body of the report. This Annex is organized into the following sections;

- Background/characteristics of the organizations
- Yetu assessment
- Philanthropy ecosystem
- Analysis of financial contributions, number of donors, and number of volunteers

For most of this annex the analysis is limited to the 119 organizations that are direct Yetu beneficiaries; however, the final section on financial contributions, number of donors, and number of volunteers includes all 159 organizations to allow for a point of comparison.

### BACKGROUND/CHARACTERISTICS OF THE ORGANIZATIONS

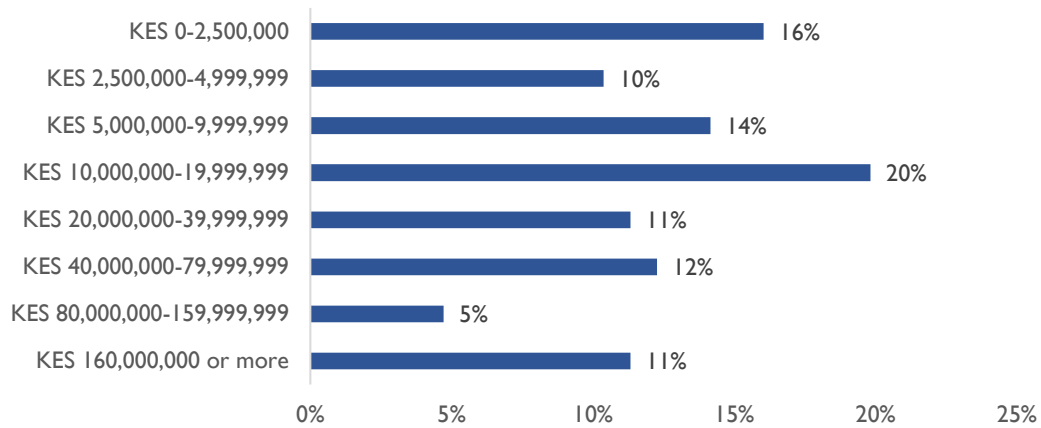
Table 8 provides basic descriptive information on participating organizations, including when the organization was founded, its age, the number of full-time employees, and number of full-time and part-time employees combined. Averages tend to be higher than the median because of a small number of large organizations; as such the median is the better measure of central tendency.

**Table 8: Basic information about organizations**

	<b>Range</b>	<b>Median</b>	<b>Average</b>
Year founded	1909 - 2018	2006	2002
Age of CSO	0 – 27 years	5 years	7 years
Number of full-time employees	0 - 300	8	19
Number of full-time and part-time employees	0 - 380	11	24

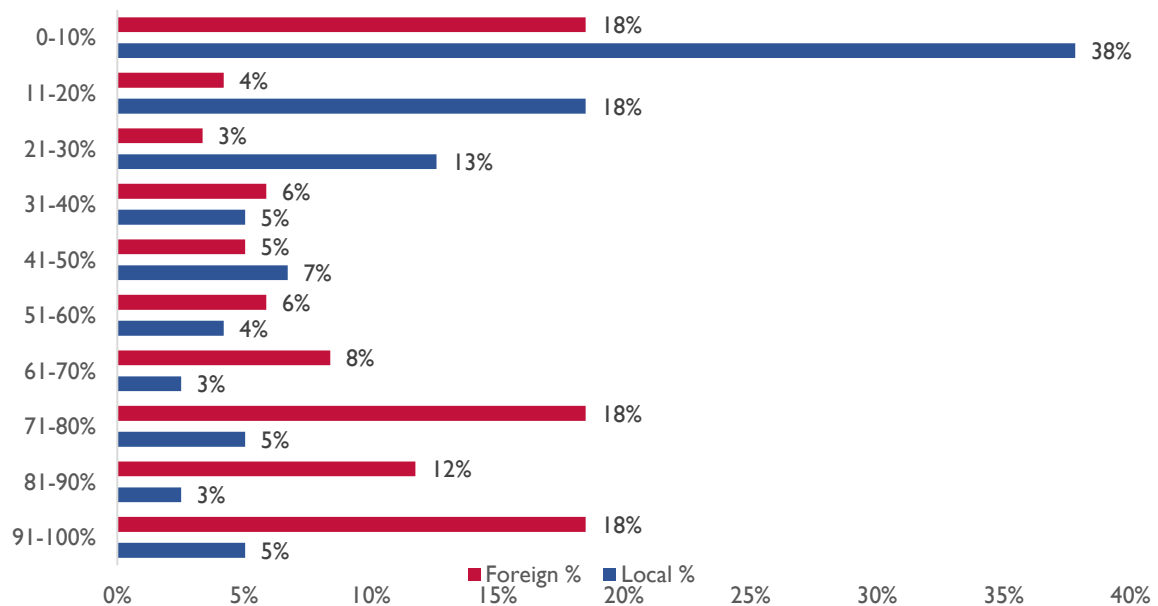
Figure 9 shows the distribution of organizations across different levels of revenue in Kenyan Shillings (KSH). One hundred KSH is equal to US\$1; as such, the smallest category draws in less than US\$25,000 in revenues and the largest more than US\$1.6 million.

**Figure 9: Annual CSO revenue for 2017 in KSH (n=106)**



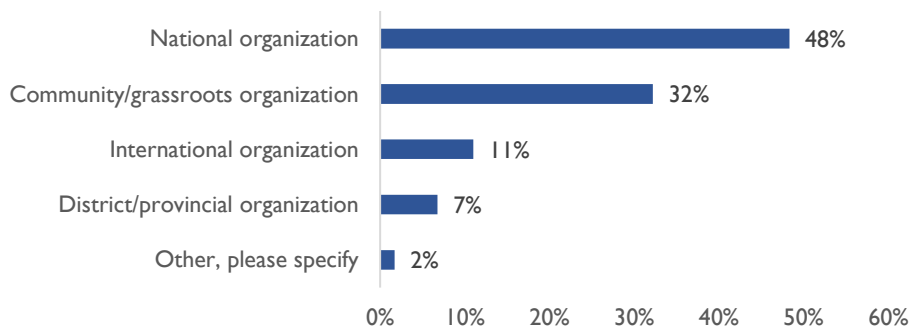
Respondents were asked what percent of their organization’s revenue comes from local giving and what percent comes from foreign sources. The responses to these two questions are both presented in Figure 10, with the percent foreign in red and the percent local in blue. This figure does not include other sources of revenue, such as fees for services or government grants. The figure shows that 18 percent of organizations receive 90-100 percent of their revenue from foreign sources and only 5 percent of organizations receive 90-100 percent of their revenue from local giving. Thirty-eight percent of organizations receive zero to 10 percent of their revenues from local giving. The figure does not suggest that CSOs are overwhelmingly dependent on foreign sources of income, has is often suggested, but it does show that there is room for growth in locally mobilized resources.

**Figure 10: 2017 revenues from local resource mobilization and from foreign sources (n=119)**



The survey asked organizations to define their geographic scope. As shown in Figure 11, there was a clear plurality in terms of CSO categorization by description, with nearly 50 percent of organizations describing themselves as national organizations, followed by community organizations and international organizations.

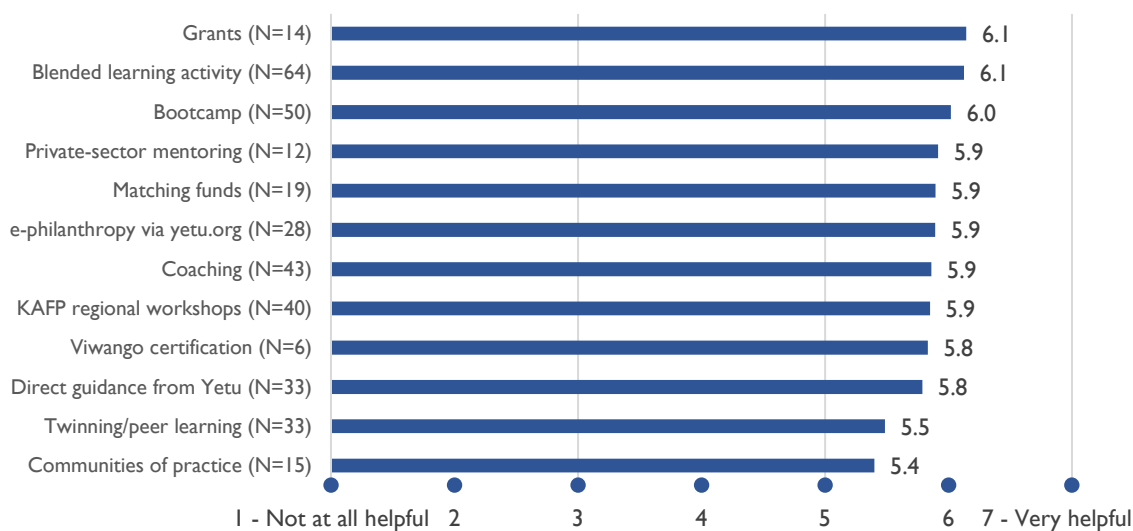
**Figure 11: Organization description (n=118)**



### YETU PROJECT ASSESSMENT

The next set of descriptive statistics gives information on respondents’ assessment of the Yetu project itself. Yetu beneficiaries were asked if they had benefited from a certain Yetu component and then they were asked to rank each of the components they had experience with on a scale from one to seven where one was not at all helpful to the organization and seven was very helpful. Figure 12 shows that respondents generally found most of the components to be helpful, with average scores ranging from 5.4 to 6.1. There was little variation in responses across the different components and the relatively small sample sizes make it difficult to be confident in these small observed differences. One limitation of this analysis is that organizations frequently misidentified themselves as beneficiaries of programs that they did not actually participate in. For example, 50 organization respondents stated that they had benefited from Yetu supported bootcamps; while, AKF only reported 34 participating organizations.

**Figure 12: Perception of helpfulness of different approaches**

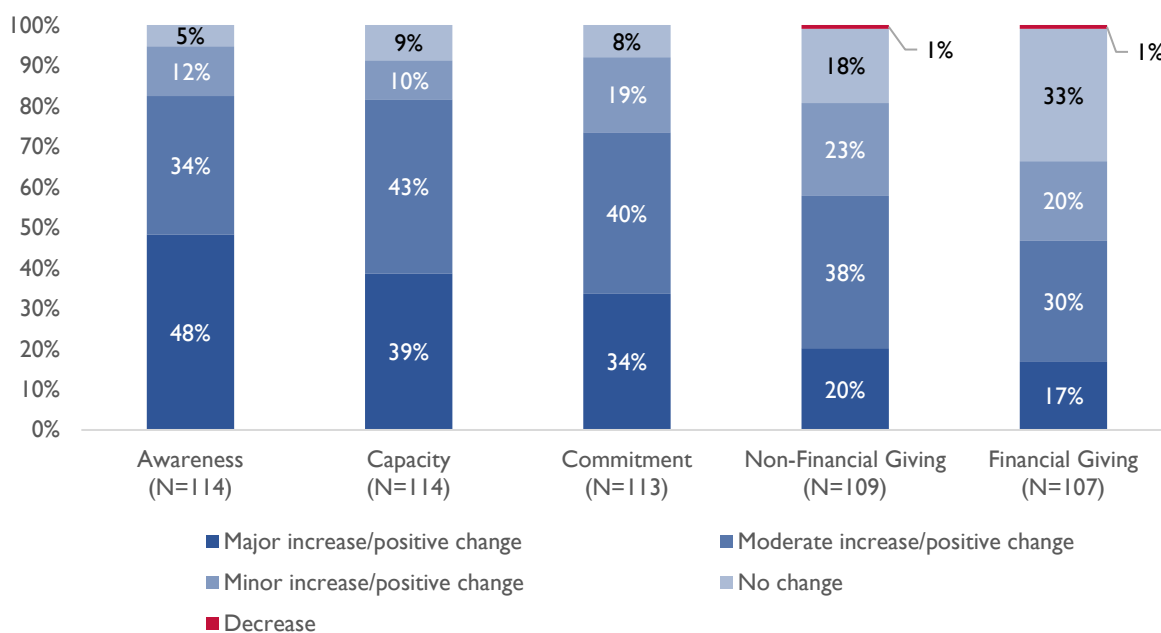


The same positive trend is reflected in CSOs' perception of Yetu impact. Respondents were asked to rate the impact of Yetu on different outcomes of interesting, including

- Change in local awareness of the organization
- Change in commitment to conduct community outreach
- Change in capacity to conduct community outreach
- An increase in financial giving
- An increase in non-financial giving

Seventy-five to 80 percent of respondents felt that Yetu had led to a major or moderate increase or positive change in local awareness, organizational capacity to conduct outreach, and commitment to conduct community outreach. Reported impact on financial and non-financial giving were somewhat lower, although around 50 to 60 percent of respondents reported a major or moderate impact. Thirty-three percent of organizations reported that Yetu had no impact on financial giving.

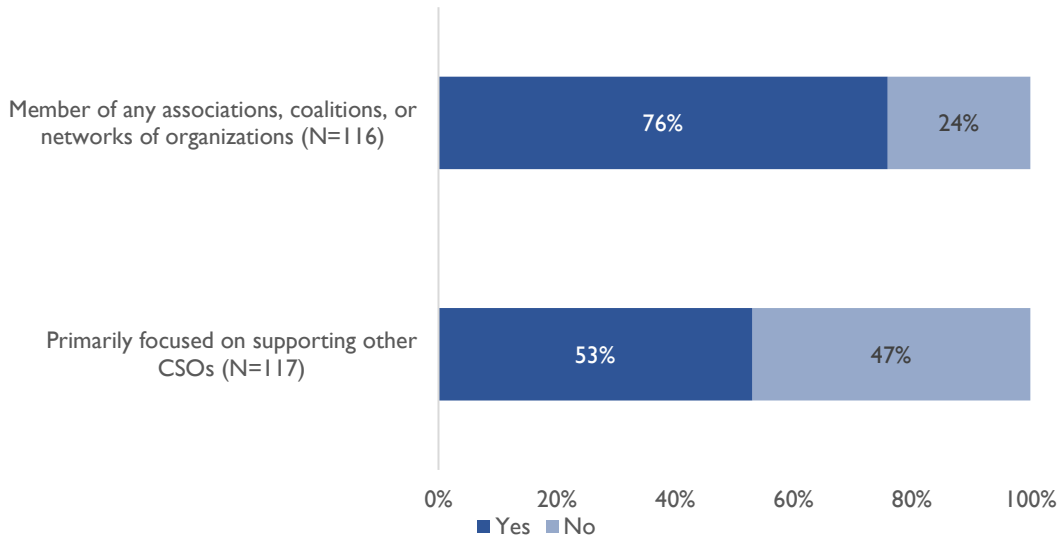
**Figure 13: Perception of impact**



## PHILANTHROPY ECOSYSTEM

Several questions sought to generate information about Kenya's philanthropy ecosystem. As seen in Figure 14, 76 percent of organizations reported that they were members of broader associations, coalitions, or networks of organizations. We also asked organizations if they were primarily focused on supporting other CSOs. Surprisingly, 53 percent of Yetu beneficiaries reported that this was their primary focus. To clarify, organizations were asked what activities they undertake to support other CSOs. Forty-eight organizations (40 percent of those that provide support to CSOs) reported building the capacity of other organizations and 32 (27 percent) report providing information to CSOs. (See Figure 15).

**Figure 14: Philanthropy ecosystem: collaboration**



**Figure 15: Philanthropy ecosystem: collaborative activities**

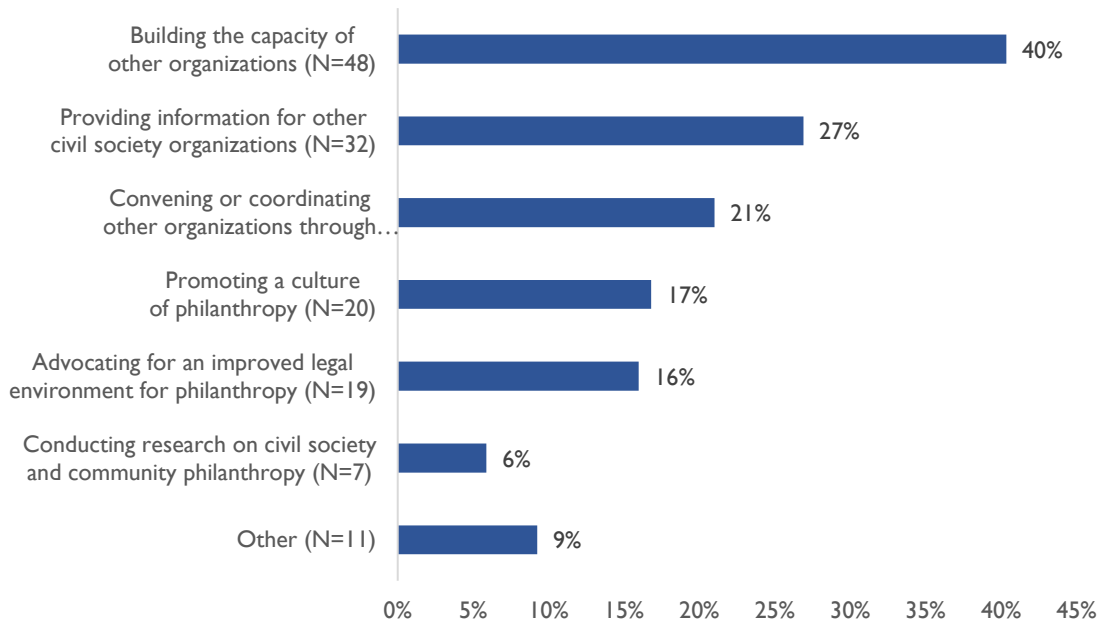


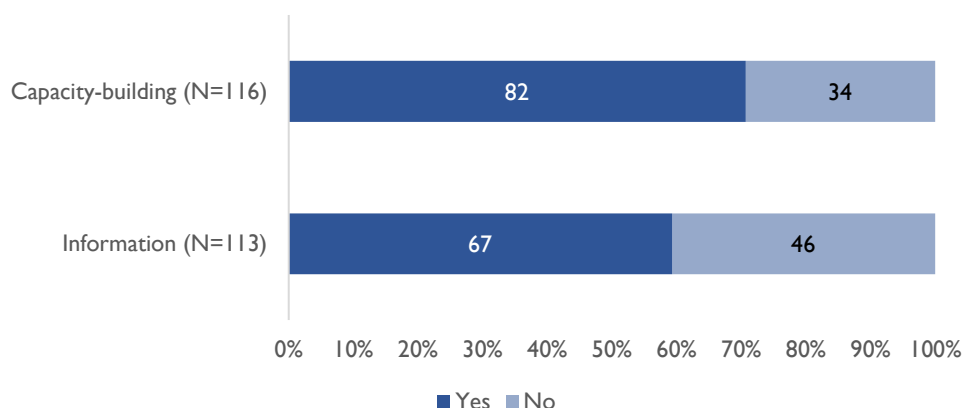
Figure 16 shows that large majorities of CSOs responded positively to the following questions:

- In the last 12 months, has your organization regularly turned to any specific organizations for information or studies about civil society or community philanthropy?
- In the last 12 months, has your organization received any capacity building support from another organization?



In both cases, the positive responses to these questions may be indicators of CSOs' willingness to receive guidance from other entities on how to improve their impact and expand their effectiveness in pursuing their philanthropic mandates.

**Figure 16: Philanthropy ecosystem: support**



## ANALYSIS OF FINANCIAL CONTRIBUTIONS, NUMBER OF DONORS, AND NUMBER OF VOLUNTEERS

The survey was designed to test if different Yetu approaches (what AKF refers to as components) leads to better outcomes in the form of (1) financial contributions, (2) in-kind contributions, (3) the number of donors, and (4) the number of volunteers. Survey respondents representing diverse organizations were asked to provide information on these outcomes. This section presents both descriptive findings on these outcomes and attempts to measure variation across organizations.

There are a few caveats we should mention at the outset. First, not all Yetu beneficiaries responded to the survey and of those that answered the survey, many were not willing or able to provide financial information. While there were 159 surveys conducted, we only have financial giving data for 100 organizations, numbers of donors for 129 organizations, and volunteer numbers for 136. While many of those who did not provide information likely did not receive substantial financial contributions, this lack of data risks impacting the analysis. Second, as with the collection of any precise financial information, there is also the potential for measurement error.<sup>54</sup> It is worth noting that the information provided does not always match Yetu's monitoring data and as such there might be some differences between the information presented here and the information produced by Yetu. Third, we were not able to obtain good measurements of the value of in-kind contributions. This is unfortunate, as in-kind contributions has become a focus of Yetu promoted community philanthropy efforts.

In the paragraphs that follow we divide survey respondents into six groups, including (1) subgrantees, (2) organizations that participated in *both* bootcamps and blended learning activities, (3) organizations that participated in bootcamps but *not* blended learning activities, (4) organizations that only participated in blended learning activities, (5) organizations that only participated in regional workshops, and (5) other organizations. These other organization have had some contact with Yetu and appeared in the sampling frame, but they are not participants in the above primary approaches. We begin with financial resources, then discuss the number of donors, and then the number of volunteers. While in-kind giving is an

<sup>54</sup> SI reviewed the data carefully to identify potential errors and outliers. Two organizations were found to likely have incorrect financial amounts. One of these was corrected and another changed to missing. Two additional organizations were dropped from the analysis because they were part of the implementing consortium.

important part of local resource mobilization and while the survey did attempt to quantify in-kind giving, we do not present these results as there were too many missing observations. Table 9 presents a comparison of the average and median cash contributions received in 2017 and 2018. The data are presented in Kenyan shillings (KES) and 100 KES are approximately the value of one US dollar. The means tend to be considerably higher than the medians because of outlier organizations that have attracted large amounts, making the median the more useful point of comparison. The median organization attracted just 693,500 KES in 2017 (US\$6,759) and this number was on track to decline in 2018. Based on the information reported in the survey, subgrantees do earn the highest median amount for both 2017 and 2018. It is important to note that we only have financial reporting from five of the eight subgrantees. The table also includes the change between 2017 and 2018. Because data was only collected for the first three quarters of 2018, we have weighted the 2018 data in the last two columns (dividing by .75) to make it comparable. The survey suggests that subgrantee contributions are likely to decline considerably between 2017 and 2018.

**Table 9: Value of financial contributions reported by CSO survey respondents by year**

	N	2017		2018		Change (with 2018 adjustment)	
		Mean	Median	Mean	Median	Mean	Median
Subgrantee	5	10,723,441	5,000,000	8,410,466	2,000,000	490,514	-2,333,333
Bootcamp & Blended	11	6,362,545	1,200,000	3,045,455	1,100,000	-2,301,938	266,667
Bootcamp	16	9,927,938	312,500	3,845,694	248,050	-4,800,346	18,233
Blended Learning	29	2,361,552	687,000	3,282,667	550,000	2,015,337	46,333
Regional Workshop	14	20,945,714	2,400,000	14,854,643	1,550,000	-1,139,523	-333,333
Other	25	4,181,800	200,000	2,464,840	66,000	-895,347	-112,000
Total	101	7,487,222	693,500	5,001,479	350,000	-818,583	-226,833

Note: Figures are listed in Kenyan Shillings. Because data was only collected for the first three quarters of 2018, we have weighted the 2018 data in the last two columns (dividing by .75) to make it comparable.

This simple comparison of means and medians does not consider other factors that might explain variation in financial giving. As such we conducted a regression analysis with additional control variables, including (1) reported revenue in a seven-category variable, (2) the percentage of revenue that comes from foreign sources, (3) and whether or not the organization was based in Nairobi.<sup>55</sup> Because of the extreme skew in the distribution, with a small number of organizations attracting large amounts, we took the *log* of reported giving, which smooths out the distribution. This also has the effect of dropping organizations that report no financial giving, which is useful, as many organizations attending regional workshops or blended learning sessions might just be exploring local resource mobilization. The regression results are presented in below in Table 10. The results include a coefficient, which is difficult to interpret because of the logged transformation of the dependent variable, the standard error, which is a measure of error in the data, a

<sup>55</sup> Other factors contemplated in the Concept Note were also explored but are not presented here. For example, self-reported trust by the community did not influence giving.

p-value, which notes if a variable is statistically significant with stars (\*), and an adjusted R-square, which is a proportion of the variance in financial giving explained by the. The results show that:

- None of the approaches have a statistically significant, independent relationship with funds raised once other factors (i.e., revenue) are taken into account.
- Beneficiary status explained only 2% of the variation in financial contributions, meaning that there are many other important factors to explain giving.
- As would be expected, organizations reporting larger revenue are more likely to raise higher amounts. This is the only variable that is statistically significant, and it explains much of the variation in financial giving.
- Foreign dependency is negatively associated with contributions; however, this is not statistically significant, suggesting that many organizations that accept foreign contributions are also able to attract local resources.
- Nairobi organizations also tend to raise more contributions; however, this is also not statistically significant.

**Table 10: Regression testing the effect of Yetu approaches on the log of 2018 financial giving**

<b>Variables</b>	<b>Coef.</b>	<b>Std. Err.</b>	<b>p</b>
Subgrantee	0.1388797	1.116228	
Bootcamp & Blended	0.1913741	0.924948	
Bootcamp	0.3042793	0.774979	
Blended Learning	0.303391	0.672151	
Regional Workshop	1.033822	0.825299	
Revenue (7 cat.)	0.4284196	0.1324	**
% foreign funding	-0.011109	0.00748	
Nairobi	0.7426441	0.484015	
Constant	11.93233	0.658758	
n	76		
Adjusted R-squared	0.1511		

\*p<.05, \*\*p<.01, \*\*\*p<.001

Table 11 presents the number of donors reported by CSO survey respondents for 2017 and 2018 and the change over time. As above, because we only had data for the first three-quarters of 2018 the change calculation weights the 2018 data to ensure comparability. Also, as above, the means are pulled upwards by a few outliers and the medians are a better descriptive and comparative indicator. The median organization attracted three donors in 2017. The subgrantees, many of whom have benefited from the e-platform report a much higher median number of donors than other groups and these appear likely to increase between 2017 and 2018 for all groups.

**Table 11: Number of donors reported by CSO survey respondents by year**

	2017		2018		Change (with 2018 adjustment)		
	N	Mean	Median	Mean	Median	Mean	Median
Subgrantee	7	2,125	20	1,628	20	46	7
Bootcamp & Blended	12	9	4	36	4	39	1
Bootcamp	18	20	3	18	2	4	0
Blended Learning	40	14	3	10	3	-1	1
Regional Workshop	21	26	2	24	4	7	3
Other	31	2,760	3	666	3	-1,872	1
Total	128	797	3	263	3	-446	1

Note: Because data was only collected for the first three quarters of 2018, we have weighted the 2018 data in the last two columns (dividing by .75) to make it comparable

The regression results presented in Table 12 reflect the finding in the table above. Subgrantees have statistically significant more donors than other categorizations of Yetu organizations. As above, revenue is the strongest predictor of the number of donors. Also, as above, the regression uses the *log* of donors rather than the actual number of donors to smooth out the distribution giving several outliers with a high number of donors.

**Table 12: Regression testing the effect of Yetu approaches on the log of 2018 donors**

Variables	Coef.	Std. Err.	p
Subgrantee	2.774431	0.8233513	***
Bootcamp & Blended	-0.6015066	0.7314473	
Bootcamp	-0.6640561	0.641863	
Blended Learning	-0.9028067	0.4892455	
Regional Workshop	-1.188587	0.6388029	
Revenue (7 cat.)	0.4045341	0.0980876	***
% foreign funding	-0.0114499	0.0054282	
Nairobi	0.0778583	0.3747523	
Constant	1.65131	0.4975383	
n	91		
Adjusted R-squared	0.2795		

\*p<.05, \*\*p<.01, \*\*\*p<.001

In the case of volunteers, those organizations that participated in both the bootcamp and blended learning typically had the most volunteers, with the median organization reporting 30 in 2017. (See Table 13) The

number of volunteers is generally on track to increase in 2018; however, there appears to have been a drop in the median number of volunteers among subgrantees. Of the variables examined in the regression in Table 14, only revenue helps explain variation in the number of volunteers.

**Table 13: Number of volunteers reported by CSO survey respondents by year**

	N	2017		2018		Change (with 2018 adjustment)	
		Mean	Median	Mean	Median	Mean	Median
Subgrantee	7	253	10	298	3	144	-6
Bootcamp & Blended	13	11,633	30	7,803	27	-1,229	6
Bootcamp	17	13	3	17	4	10	2
Blended Learning	42	84	6	64	8	1	5
Regional Workshop	25	300	10	304	9	105	2
Other	32	98	10	83	13	13	7
Total	135	1,240	10	864	9	-87	2

**Table 14: Regression testing the effect of Yetu approaches on the log of 2018 volunteers**

Variables	Coef.	Std. Err.	P
Subgrantee	-1.095171	0.9253164	
Bootcamp & Blended	0.6142888	0.7332596	
Bootcamp	-1.298712	0.6416689	
Blended Learning	-0.3430854	0.5046766	
Regional Workshop	-0.8592708	0.6669053	
Revenue (7 cat.)	0.2855492	0.1047923	**
% foreign funding	-0.003613	0.0055831	
Nairobi	-0.4351539	0.3743746	
Constant	2.436893	0.4713794	
n	114		
Adjusted R-squared	0.0865		

\*p<.05, \*\*p<.01, \*\*\*p<.001

## ANNEX I. EVALUATION TEAM MEMBERS

**Mr. Patrick Onyango Ochieng** will serve as the Team Leader on this evaluation. Mr. Ochieng is a social justice activist with over 20 years of experience in the non-profit sector in Africa. Ochieng has provided invaluable contributions in Kenya to building social movements concerned with steering the world to greater equity, social and environmental justice and broader peoples' participation in public affairs. Ochieng has engaged with natural resource, human rights, land and extractives activism, philanthropy and participatory and applied action research for the evolution of engaged and informed communities of activist scholars. Ochieng is widely traveled in global campaigns and speaking engagements for a just society. Ochieng founded and managed for 15 years Ujamaa Center, an NGO that undertook extensive community campaigns for justice in Kenya. Ochieng holds a Post Graduate Diploma in Land and Agrarian Studies from the University of Western Cape.

**Dr. Susan Wilkinson-Maposa** is the community philanthropy expert on this evaluation. Dr. Wilkinson-Maposa brings to the ET over 25 years of experience on the African continent. Dr. Wilkinson-Maposa's key areas of focus include community philanthropy and community led development, civil society promotion, as well as gender equality and social inclusion. As the lead investigator and co-author of "*The Poor Philanthropist*," Dr. Wilkinson-Maposa has conducted ground-breaking research on African philanthropy among the poor, which has informed and influenced how community philanthropy is understood. Some of her other experiences include developing practical self-assessment tools for community grant makers and strengthening both CSO and citizen engagement through the Ghana Strengthening Transparency, Accountability, and Responsiveness (STAR) program funded by the UK Department for International Development (DFID). She has also designed and supported numerous learning events on the subject and acted as an advisor to several NGOs to ensure active community engagement in their work. In addition, Dr. Wilkinson-Maposa has published several research articles on community philanthropy and civil society and is considered a leading researcher in the field of African philanthropy. Dr. Wilkinson-Maposa currently holds a senior research fellowship at the Wits University Chair in Philanthropy for Africa and is an associate at the School for the Study of Philanthropy and Public Good at St. Andrews University in Scotland. She holds a Ph.D. in Sociology from University of Cape Town and a master's degree in International Affairs from Carleton University.

**Ms. Marcy Kelley** joins the team as a representative of the Global Alliance on Community Philanthropy and the Inter-American Foundation's (IAF), where she serves as Managing Director for Grantmaking and Portfolio Management. Over the course of her fifteen years at IAF, Ms. Kelley has developed extensive experience fostering and promoting community philanthropy throughout the Americas. Her experience in the Americas will bring a strong comparative perspective to the evaluation and complement Dr. Wilkinson-Maposa's knowledge and experience. Earlier in her career Ms. Kelley lived and worked in Sub-Saharan Africa and participated in a number of evaluations and research projects.

**Mr. Samir Panjwani** will serve as the Deputy Team Leader and brings over nine years of professional M&E experience working in numerous countries around the world, including 2 years of field experience in Kenya. He is currently a Senior Program Manager in SI's Performance Evaluation Division, providing oversight and technical assistance to a variety of evaluations, including a regional leadership initiative with offices in Kenya, Ghana, Senegal, and South Africa. In this capacity, he guided the evaluation process in Kenya and Ghana, which included engaging program staff and beneficiaries in data collection through KIIs, FGDs, GIs, and Most Significant Change workshops and sessions. He also guides the development and management of a Management Information System (MIS) for tertiary education partners in those countries and serves as Project Director on a mid-term evaluation that looks at assessing the effectiveness of capacity-building initiatives directed toward Haitian CSOs. Mr. Panjwani holds an M.A. in Poverty and Development from the University of Sussex.


It is important to disclose that Mr. Panjwani previously worked with AKF country offices in Tajikistan and Afghanistan, which operate independently from AKF USA. Mr. Panjwani also worked with the Aga Khan Academy, Mombasa as a consultant funded by AKF Canada but did not work directly with AKF East Africa. Since there was no direct involvement with either AKF USA or AKF East Africa on the Yetu Initiative or otherwise, we do not believe there is a conflict of interest. This is also disclosed in his Conflict of Interest (COI) form.

**Daniel Sabet, PhD (DRG-LER Chief of Party)** is a Technical Director at SI with more than 15 years of academic, performance evaluation, and impact evaluation research experience. Dr. Sabet is currently serving as Chief of Party for the USAID supported Democracy, Rights, and Governance – Learning, Evaluation, and Research Project, an initiative involving impact and performance evaluations as well as ancillary studies and knowledge dissemination activities aimed at advancing knowledge on the global advancement of Democracy, Rights, and Governance. Dr. Sabet is also a principal investigator on several additional long-term evaluations, including an evaluation of the Millennium Challenge Corporation’s Compact in Malawi. He is the author of several books and publications including *Understanding Political Science Research Methods* (Routledge 2013, with Barakso and Schaffner), *Police Reform in Mexico* (Stanford University Press 2012; Herman A. Simon Book Award), and *Nonprofits and their Networks* (Arizona University Press 2008). This last book focused specifically on civil society development and examines several innovative community philanthropy efforts. Dr. Sabet obtained his PhD in Political Science from Indiana University and is a former Fulbright Fellow.

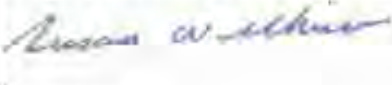
**Catherine Caligan** is a Senior Program Manager at SI and brings more than 12 years of experience providing international development program management expertise to donor-funded programs with skills in grants, cooperative agreements, Public Private Partnership (PPP) management, monitoring and evaluation, and knowledge management. Ms. Caligan currently serves as the Program Manager for the USAID supported Democracy, Rights and Governance – Learning, Evaluation, and Research Project. Ms. Caligan’s experience includes eight years of experience working with USAID-funded programs and four years of consulting experience with PEPFAR and the Center for Disease Control (CDC). Ms. Caligan has worked in South Africa, Botswana, and Kenya managing PEPFAR-funded PPPs and provided sub-recipient M&E short-term technical assistance. Ms. Caligan holds a Master of Public Policy degree from American University and a bachelor’s degree in Political Science from Binghamton University

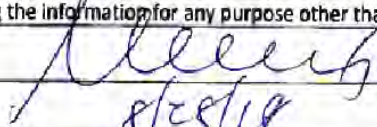


## ANNEX J: DISCLOSURE OF CONFLICT OF INTEREST

<b>Name</b>	Patrick Ochieng
<b>Title</b>	Team Leader, USAID Yetu Evaluation
<b>Organization</b>	Social Impact
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-OAA-M-13-00011
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	USAID Kenya and East Africa Yetu Midterm Evaluation
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. <i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li>2. <i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></li> <li>3. <i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></li> <li>4. <i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li>5. <i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></li> <li>6. <i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></li> </ol>	
<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
<b>Signature</b>	
<b>Date</b>	August 28, 2018



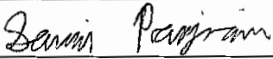
<b>Name</b>	Susan Wilkinson Maposa
<b>Title</b>	Community Philanthropy Expert, Kenya
<b>Organization</b>	Social Impact
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> <b>Team member</b>
<b>Evaluation Award Number (contract or other instrument)</b>	AID-OAA-M-13-00011
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	USAID Kenya and East Africa Yetu Midterm Evaluation
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> <b>No</b>
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	
<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
<b>Signature</b>	
<b>Date</b>	July 9 <sup>th</sup> , 2018

<b>Name</b>	Marcy Kelley
<b>Title</b>	Evaluator, USAID Yetu Evaluation
<b>Organization</b>	Social Impact
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-OAA-M-13-00011
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	USAID Kenya and East Africa Yetu Midterm Evaluation
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</li> </ol>	
<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
<b>Signature</b>	
<b>Date</b>	8/22/18

Disclosure of Conflict of Interest for USAID Evaluation Team Members

<b>Name</b>	Samir Panjwani
<b>Title</b>	Evaluation Team Member
<b>Organization</b>	Social Impact
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	AID-615-A-14-00002
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Activity Name: Yetu Initiative Implementing Agency: Aga Khan Foundation Program: USAID/Kenya and East Africa (KEA) Democracy, Governance and Conflict (DGC) Office
<b>I have real or potential conflicts of interest to disclose.</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>If yes answered above, I disclose the following facts:</b> <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	<p>Possible perception of a conflict of interest on account of previous work with the Aga Khan Development Network (AKDN) and Aga Khan Foundation (AKF):</p> <p>Worked with AKF country offices in Tajikistan and Afghanistan - which operate independently from AKF USA - though AKF USA facilitates grants for these and other country offices. The experience in Tajikistan was funded through AKF Canada and then AKF Tajikistan, while the experience in Afghanistan involved supporting the M&amp;E planning around a GDA between AKF and USAID in Afghanistan.</p> <p>Worked with the Aga Khan Academy, Mombasa (an agency of AKDN) in Kenya as a consultant funded by AKF Canada. I did not work directly with AKF East Africa, though I did work from their offices for a few days while passing through Nairobi.</p> <p>These experiences have given me greater familiarity with AKF and AKDN institutions as well as GDAs. That said, since I have not worked directly with AKF USA or AKF East Africa on the Yetu Initiative or otherwise, I do not believe there is a conflict of interest.</p>

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	July 9, 2018



# ANNEX K: USAID/KENYA CDCS GOALS AND OBJECTIVES 2014-2018



Source: USAID/Kenya (May 2014). "Country Development Cooperation Strategy."  
<https://www.usaid.gov/sites/default/files/documents/1860/CDCS-w%20Annexes%20Lo.pdf> p. 25.

U.S. Agency for International Development  
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Washington, DC 20523