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PROJECT SUMMARY

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ACRONYMS AND ABBREVIATIONS

CAK	Cooperative Alliance of Kenya
CBO	Community Based Organization
CDP	Cooperative Development Program
CEC	County Executive Committee
CLA	Collaborating, Learning and Adapting
CLEAR	Cooperatives Leadership Engagement Advocacy & Research
COG	Council of Governors
COP	Chief of Party
CPI	Cooperative Performance Index
CSO	Civil Society Organization
CUK	Cooperative University of Kenya
DCA	Development Credit Authority
HQ	Headquarters
IP	Implementing Partner
KCDO	Kenya Cooperatives Development Organizations
KEPSA	Kenya Private Sector Alliance
MOU	Memorandum of Understanding
NACHU	National Cooperative Housing Union
NCBA CLUSA	National Cooperative Business Association – Cooperative League of USA
OCDC	Overseas Cooperative Development Council
PPMP	Public Policy Making Process
SACCOS	Savings and Credit Cooperatives
SDC	State Department of Cooperatives
SSNA	Social Systems Network Analysis
USAID	United States Agency for International Development
USIU-A	United States International University – Africa (Nairobi Campus)

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Introduction

Global Communities is pleased to submit the USAID Cooperative Development Program (CDP) funded **Cooperative Leadership, Engagement, Advocacy and Research (CLEAR)** program's semiannual report covering the period of October 2021 through March 2022. In this report, CLEAR highlights the significant progress made against project objectives and targets. During the reporting period CLEAR was focused on re-connecting with cooperatives and partners as COVID-19 restrictions slowly lifted and on documenting CLEAR research and lessons learned. These initiatives support both our sustainability planning and our efforts to strengthen the overall cooperative sector.

COVID-19

This reporting period brought about new opportunities to advance programming as many of the COVID-19 restrictions were lifted in Kenya and the US. The CLEAR program took an active role in sharing messages about COVID prevention and the importance of vaccinations. This outreach was done in close collaboration with USAID and Global Communities' wider health technical teams. The new opportunities for in-person activities required close attention to detail and deliberate planning to ensure the health and safety of meeting attendees and the CLEAR team.

The lifting of restrictions also brought new opportunities for travel and the team began traveling more to the counties to visit cooperatives. The reduced risk also allowed the GC Headquarters based Senior Technical Specialist to travel to Kenya in November-December 2021. Reduced restrictions have resulted in many key achievements during the reporting period and encouraged movement towards successful completion of the CLEAR program.

Objective 1 - Supporting Kenyan County Enabling Environment

Collaboration in policy and advocacy efforts is fundamental. CLEAR's approach has been anchored in strategically identifying opportunities to incorporate more voices in the process and support information flows to achieve enhanced policy outcomes. Specifically, our approach has utilized CLEAR facilitated public-private and public-public dialogue forums. Since 2018, CLEAR has worked consistently to support county level engagement in policy and legislation, education and capacity strengthening, and dialogue and drafting sessions in line with the Thinking and Working Politically strategy. However, recent changes in priorities at the national level such as the national cooperatives regulatory reform agenda, the expiry of the National Cooperative Taskforce, the urgency to achieve policy milestones ahead of general elections and further pressure by cooperatives demanding alignment to the Constitution of Kenya 2010 have necessitated a team pivot. Strategy must reflect the broad interest base of the cooperative sector and the changing realities of working in Kenya's election season. In consultation with state and non-state actors such as the State Department for Cooperatives, Council of Governors (COG), Cooperative Alliance of Kenya (CAK), county governments and Cooperative Development Organizations, CLEAR has shifted collaborative efforts in support of national legislative drafting. This will provide support and momentum in achieving a national legal framework and will in turn inform the county legislative framework. CLEAR has worked to provide critical technical input into the national process and to support the fast-tracking of the national draft cooperative legislation in a bid to unlock the county specific legislative drafting efforts.

Collaborate

County Engagement

During this semiannual period, CLEAR, in collaboration with Strathmore Business School, concluded the Public Policy Making Process (PPMP) Executive Course. In total, the collaboration with Strathmore graduated 264 participants, drawn from 28 county government cooperative departments, national government agencies and CDOs. Completion of PPMP roll-out was a major milestone within the CLEAR workplan that provided the foundation for county-specific legislative drafting technical assistance. As the national cooperative bill evolves, CLEAR is working with the CoG and legal drafting experts to revise the model county bill and regulations (the frameworks) to align with the Constitution of Kenya 2010, the Cooperative Bill of 2021 and other prevailing legislation.

Council of Governors (CoG) Partnership

As the primary platform for intergovernmental relations and consultation, the CoG provides coordination on matters of policy and legislation that cross county borders. As such, the CoG is a critical partner and CLEAR continues to deepen relationships through consistent communication, partnership in policy efforts and cooperative technical and policy education efforts. During this reporting period, CLEAR partnered with the CoG to convene forums where the model county cooperative policy and legislative model frameworks were presented to the County Attorneys, CEC Members, Chief Officers, and Directors who are the administrators and technocrats of cooperatives to receive input, guidance, and expertise.

CLEAR and the CoG further collaborated to review, exchange ideas and draft language to continue to refine the draft frameworks. In March 2020, the CoG officially took ownership of the frameworks and requested CLEAR's partnership to develop and implement a roadmap toward validation and adoption of the frameworks by all the county governments. Adoption will signal to the counties that the CoG is comfortable disseminating the frameworks to all 47 Governors and County Cooperative Departments.

During this time of intense engagement with the CoG, CLEAR received guidance from the SDC to suspend all CoG engagements on policy and legislative matters. This guidance was given to CLEAR and other non-state actors to allow for focused government-to-government consultations on the National Bill. This SDC guidance covered: 1) the most appropriate timing to develop and adopt the county frameworks due to the political economy; 2) the SDC's preference to sequence the legal reform process starting with national then develop frameworks to support counties after the national Bill is enacted. However, the CoG's guidance was to proceed with the model frameworks to empower counties with a guideline to adapt and enact their context-specific legislation. Given these conflicting requests, consultation between CoG and SDC is expected to continue within the next reporting period and CLEAR will continue to take a lead role in supporting expanded and informed dialogue. Given that previous dialogue efforts were not successful, the CoG and the SDC engagement is both critical and timely. CLEAR remains a committed partner in full support of informed and transparent democratic processes.

National Cooperatives Bill of 2021 Regional Public Participation Forums

In response to a request from SDC and CAK, CLEAR also supported the National Cooperative Taskforce through the provision of legal expertise to infuse best practices and market-based approaches into the latest framework draft. It was this draft that was agreed to be subject to public participation before submission and approval by the Cabinet in favor of enhanced public participation. CLEAR provided

hands-on technical and logistical preparation support in the mobilization of public participation through targeted invitations and social media outreach. This resulted in 306 formal comments submitted, 514 participants in 6 regional public participation meetings, a formal opportunity for a cooperatives voice and a more transparent and inclusive process.

The public participation forums resulted in a National Taskforce retreat to compile stakeholder input. In appreciation of the importance of this stage of the process, CLEAR, in collaboration with National Cooperative Business Association – Cooperative League of USA (NCBA CLUSA) and AMEA, supported SDC to convene this retreat. To kick-off the process, CLEAR co-facilitated a training session with NCBA CLUSA on the CLARITY tool to strengthen the capacity of the Secretariat and Taskforce to enhance appreciation and technical review of stakeholder inputs. It is worth noting that a Global Communities legal expert was trusted by all partners to tabulate the public comments on behalf of the National Taskforce.

National Government Engagement

The CLEAR policy team also strengthened their relationship with SDC which resulted in the inclusion of CLEAR as a technical resource for the Taskforce developing the Cooperative Bill of 2021. Through participation in the Taskforce activities, CLEAR focused on strategic collaborations with the Council of Governors to cover the county-related devolution concerns while CAK and the National Cooperative Housing Union (NACHU) represented the cooperative voice and appreciation of CAK's role as the apex body. The engagement with national level counterparts remains key in CLEAR's Pillar I activities as the importance of a harmonized and enabling legal environment at both levels of government remains core to cooperatives' ability to thrive and preserve the legal reform process.

In 2019, the national government embarked on an internal policy and legislative reform journey to align the cooperative sector with the Constitution of Kenya 2010 and provide for the enumeration government functions. The National Policy on Cooperative Development was adopted by Parliament as Sessional Paper No.4 of 2020 paving the way for SDC to begin the process of appointing a Taskforce to oversee the development of a draft Cooperative Bill. Although arguably better late than never, the six-year lull at the national government level provided a vacuum which resulted in a varied interpretations of the devolved function as evidenced in the variations in enacted county laws. Further, the lack of public participation and rigorous review is evident in the obvious conflicts between the Constitution and the National Policy. To underscore the stove piping in the sector there has been a submission of an Amendment Bill in the Senate for debate to delineate the functions of the two levels of government, and a second draft Cooperative Bill of 2021 has been developed which seeks to overhaul and streamline cooperative governance but is yet to be approved by Cabinet.

The Policy Network

CLEAR rallied and convened CDOs and other nonstate actors with vested interests in supporting the cooperative legislative process including NCBA CLUSA, AgriTerra and AMEA. The four organizations pooled expertise, resources and networks to collaboratively engage the SDC and the Taskforce to communicate key policy messages. This was achieved through the joint development of a briefing sheet highlighting and breaking down the provisions of the Bill for non-legal stakeholders. CLEAR further made a presentation on the CLARITY tool and made additional best practice recommendations in person and as formal submissions. Additionally, CLEAR provided an online platform during the public participation

forums to increase access to information; thereby amplifying the voice of cooperatives. CLEAR led the coordination and mobilization of state and non-state actors at public participation forums. This included leadership in resource planning and provision of support in the mobilization of partners to co-fund the regional public participation forums, the taskforce and secretariat consolidation retreat and the national validation conference. CLEAR further developed and disseminated a briefing sheet to provide layman highlights of the enabling and disabling provisions of the draft Cooperatives Bill of 2021 in order to galvanize and enrich stakeholder participation

County Assemblies Forum (CAF)

The CAF is the coordinating body of the 47 County Assemblies in Kenya. The CAF's primary mandate is to promote networking and synergies amongst the assemblies, coordinate intergovernmental relations and enhance good practice in legislative affairs. Leveraging the convergence in our objectives to enhance good practice in legislative development, CLEAR collaborated with the CAF Secretariat to develop a concept note to develop and operationalize a partnership. The collaborative strategy will be implemented after the 2022 elections and will center collaboration with the Technical Committees for Cooperatives in all 47 County Assemblies. This partnership is timely as CLEAR has, thus far, engaged with the executive branch of county governments – this partnership brings bicameral support to the process.

Learn

Legal vs. Political Economy Standpoints: From a legal standpoint, CLEAR could proceed with the CoG-led validation process of the model county policy and legislative frameworks and subsequently support our 25 partner counties to draft their legislation. However, from a political economy standpoint, CLEAR would stand to face major reputational risks and accusations of intentionally causing confusion and disruption in the sector. As a partner and facilitator intentionally taking a systems approach and using the Thinking and Working Politically framework, our position is to continue to foster dialogue between the national and county levels, namely the SDC and COG, to encourage and support collaboration.

Personal Political Ambitions: The cooperative sector represents large voting blocks and cooperative policy impacts large numbers of economic actors. As such, it can be a sensitive topic around elections periods. Further, decision makers in the executive and the legislative assembly (national and county levels) are political appointees. In this period, there have been several resignations in service of vying for political office. Some officials still in office have been reluctant to make substantial decisions that could divide their voters' ratings/opinions.

Transition Politics: There have been increasing levels of lethargy on the government side to move processes forward in anticipation of the new regime and in giving the incumbents an opportunity to provide input and own the process for buy-in going forward.

Linear approach to legal reform: The SDC and CAK jointly advised CLEAR that the overall government approach was to first conclude the national legislative reform process then embark on county legislative reform. Though these processes are dynamic and can occur concurrently, and despite the fact that many counties have already embarked on their own policy formation, the SDC has advised

CLEAR to hold off on the engagement with COG until the national Bill is enacted. Key concerns with the guidance to apply this approach include:

Timelines: The timeline for this linear process is unclear and further complicated by the fact that it is an election year in Kenya. That said, CLEAR will take a demand-led approach to providing technical assistance to the counties willing and ready to proceed ahead of the elections. It is anticipated that government operations will regain momentum from mid-September under the new regime.

Harmonization of National Bills: There are two competing Bills at the national level – the Zani Bill in the Senate and the SDC Bill which is yet to be presented to the Cabinet. Therefore, the directive likely would be to harmonize the two Bills, and then get them to go through the approval processes in Parliament and the Senate in an election year. ~~will take time~~. This process is likely to continue in the new regime after the elections.

Ongoing Consultations: Consultations between SDC and COG are yet to yield a conclusive agreement regarding the functions of the two levels of government as outlined in the national bill with some of COG's proposals being viewed as being too radical.

Sector Coordination Gaps: Due to lack of a sector-wide coordination mechanism of state and non-state actors to provide reliable updates on sector priorities, ongoing initiatives, and achievements, information asymmetry continues resulting in duplication of efforts, mistrust, and delays arising from conflicts. In addition, vested interests of actors within the sector have resulted in power plays to delay the legislative reform process.

Adapt

Engagement Strategy

Political maneuverings and inconsistencies across cooperative stakeholders has colored much of the past year's engagements. However, the CLEAR Policy and Legislation team has adapted to meet the needs of core government and apex level institutions and in service of continued dialogue. At this time, our engagement strategy will remain broad. Noting that CLEAR has been tapped by both the COG and the SDC to provide key technical input and to support further conventions across the sector, the team will remain a core partner. The team will meet with county government cooperative officers individually and by formal request in support of local level policy and legislation cocreation efforts. This approach serves to increase compliance as the legislation will be locally led, locally owned, and is aligned to the USAID Mission's strategic priorities.

Public Private Dialogue

In recognition of the potential PPD has in stimulating the creation of an enabling environment, CLEAR will continue to facilitate and build capacity of the county governments to convene and moderate PPD forums. The goal is to facilitate stronger relationships between cooperatives and county governments by promoting public private dialogue between the county officials, county assembly members and their local cooperatives. During the election season, CLEAR will conduct peer-to-peer learning forums on topical issues such as the role and importance of PPD and to continue discussing the best practices conveyed at the PPMP course that most counties took part in.

Objective 2 – Cooperative Business Performance Improved

Collaborate

At this point in the project cycle, CLEAR’s approach is to collaborate with subject area experts at both the Cooperative University of Kenya and in the private sector to assist partner cooperatives to develop business documents in support of strategic direction and growth. The CLEAR Cooperative Business team has seen that partner cooperatives often have trouble articulating their strategic goals and working with members to agree on a strategic direction during this period of economic recovery. The team is also working to build capacity within the providers themselves, who have a modest level of expertise, to grow technical proficiency within the cooperative ecosystem.

In December 2020, the CLEAR program kicked off check-in meetings to acclimate new partner cooperatives mobilized over the Covid-19 period and revitalize existing partnerships within the CLEAR portfolio. The objective was to assess individual stages in their businesses, incorporate 360-degree feedback on what is working and isn't working, co-create activities for the year, and identify technical assistance needs. From check-in meetings with cooperatives, the project team identified the existence of other development partners supporting them in different areas of capacity building. To avoid duplication of efforts, CLEAR also embarked on co-creating activities with Agri Terra; and collaborated with the Global Communities implemented USDA/Agribusiness Investment for Market Stimulation (AIMS) program supporting access to finance through a loan guaranteed Kenyan banks (DCA). CLEAR partnered with a subset of AIMS co-ops to build capacity in organizational and financial management.

Working at a market systems level, CLEAR facilitated linkages to relevant Business Member Organizations including National Cooperative Housing Union (NACHU) and Kenya Private Sector Alliance (KEPSA) as a platform to network, learn, and apply for grants and business plan competitions among other opportunities to further grow their cooperatives. These apex organizations and business hubs still have significant growth needs in terms of market readiness however CLEAR is supporting cooperatives through a systems lens to enhance linkages and grow overall knowledge and networks. The CLEAR team represented the CDP at the 2022 Sankalp summit where partners from all over the world convene to explore ideas on social entrepreneurship and growth. This was an excellent opportunity to educate Sankalp attendees on worker cooperatives and link cooperatives to these networks.

From the mid-term evaluation, one of the findings was that county officials had limited awareness of the CLEAR program work. As a pivot strategy, the team carried out check-in meetings with county officials:

- To present CLEAR’s value proposition to cooperatives in their respective counties.
- To participate in training and other capacity building initiatives with cooperatives.
- To get 360-degree feedback on the existing partnership with the program.

While the pandemic disrupted the business environment, it brought about the acceleration of digital transformation to help ensure business continuity. In Kenya, as of February 2022, total internet users stand at 23.35 million which is 42% of the total population. It is also estimated that the average daily time spent using mobile internet by each internet user is 3 hours 51 minutes with 95.9% of users accessing the internet via mobile phone. (Source: <https://kepios.com> as of February 2022). The CLEAR program has been supporting partner cooperatives to adapt to the virtual business environment and partnered with Nation Media Group to sponsor 10 delegates to the virtual Nation Media Digital Summit.

This year's theme was "The Global Tech Over". The event brought together stakeholders in the digital world to present and discuss ideas, innovations and perspectives relating to the prevailing and emerging needs in the increasingly digitized world.

Through the partnership with Eastlands College of Technology (ECT) *Incubation Hub for Worker Cooperatives* supported by [Financial Sector Deepening \(FSD\) Kenya](#), (a Bill and Melinda Gates Foundation, Sida, and UkAid partnership) the team onboarded three new worker cooperatives – **Reliance Auto, Transparency, and Skillers** - which are in the mechanics and construction sector co-ops. Through this collaboration, the program will conduct a baseline Cooperative Performance Index (CPI) to identify gaps and then train them on the worker cooperative business model, gender, gender-based violence and the five dimensions.

The CLEAR is also participating in several Mission level regional and sector forums as encouraged by Mission partners. These include

- **USAID/Resilience Learning Activity forum** (ACDI VOCA) to implement co-creation, co-facilitation, and co-implementation of the county level joint work plans sessions with USAID IPs.
- **Southeastern Kenya (SEK) County Governments forum** for Makueni and Taita Taveta Counties. The team held inception meetings with cooperative officials and has launched trainings on Management, Governance, Gender and GBV prevention.
- **Partnership for Resilience and Economic Growth (PREG) USAID sector forum** - to contribute to strengthening county governments and expand our engagement in the resilience technical area.

Learn

Cooperative Check Ins - From our partner meetings, we gathered that there was a slow execution of the business tools - strategic and business plans – earlier developed. To accelerate the adoption process, the team saw the need to support cooperatives by further breaking down the co-created business tools into annual performance plans to help them quickly monitor action and progress on the strategic and business plans. The team identified the need to develop additional business tools to support operationalization of advanced businesses in their growth including service charters, standard operating procedures, and Key Performance Indicators and ‘critical number’ monitoring for management teams.

Worker Owner Cooperative Legislation Limitations - With the existing cooperative legal Act and within proposed legislation, the worker cooperative model lacks distinct structures to guide registration. This is evident from the registration process where worker cooperatives are often forced to register as marketing or savings/credit cooperatives. Based on CLEAR’s experience with Worker Cooperatives, the requirement of 10 members is a significant and limiting challenge for the model. Based on this observation the entire CLEAR team has made a recommendation to the Cooperative Bill drafting committee that the minimum membership requirement be reduced. Unfortunately, this recommendation was not taken up but will be re-visited when the regulations are drafted after the bill is finalized. Further, the team is working to advocate at the county level for local legislation that is more enabling. This would allow members who find new business, provide labor and are actively contributing to the cooperative to benefit financially when sharing surplus. A case example is of FundiTech which has a large registration but less than 18% of members are active and earning from the cooperative.

The CLEAR team notes that worker cooperatives are more easily understood and quickly adopted by younger graduates from tertiary and higher education (i.e. the Eastern College of Technology) whose mandate is to offer formalized training to the informal sectors. These young professionals are a great opportunity for future worker cooperatives. It is evident that the lack of models and mentors in the system creates a challenge of understanding, even at the collegiate level, of 'how' the worker cooperatives work. Challenges faced by innovator worker cooperatives in Kenya, with limited national and county understanding of the worker business model, have slowed down the early adopters to crowd in and explore the business model. The CLEAR team sees the importance of continuing to expand and educate on the concept and practical implementation of worker cooperatives at the University level.

Adaptation after the Mid Term Evaluation

With findings from the MTE review, the team has pivoted to include new strategies in the remaining half of the program year. Pivot strategies include:

- Support cooperatives to develop hybrid business documents including Service charter, Strategic and Business plans, KPIs, and standard operating procedures among other business tools that will operationalize for business growth. To accelerate tool adoption, CLEAR will support them to develop high level summaries and annual plans for the board to track implementation.
- To ensure sustainability the team will include cooperative county officers during training as a matter of requirement (thus far has been 'best practice'). The team will facilitate regular check-in meetings with cooperatives and cognizant county officers to track the progress of co-created activities. These meetings will also help expand the officer's comfort levels in supporting worker cooperatives.
- CLEAR has adopted an after-care component that allows cooperatives to engage (Coop2Coop) and learn from each other and shorten the learning curve. Also, the team will hold industry platform forums talking on key issues facing ecosystems in the housing, worker and producer space.
- CLEAR is also creating online content for YouTube and social media platforms allowing flexibility for older and younger participants and cooperatives outside of the current intensive cohorts. This is also a sustainability approach past the CLEAR program. Topics include Management, Governance, Membership, Gender, gender-based violence, Worker Cooperatives and the role of cooperatives in the policymaking process (PPMP)
- From the Nation Media digital summit and adapting to the new business environment, the team will be supporting cooperatives in developing their social media platforms and digital marketing materials. The objective is to enhance brand and product online visibility to potential customers through different social media avenues.
- From the CPI results it was also apparent that there is a lack of transparent communication between the board and members of some cooperatives and a proper feedback mechanism is required. Members were not aware of some activities being carried out by their cooperatives. CLEAR is now supporting cooperatives to have bulk SMS platforms to improve the communication challenges and to offer trainings on best communication practices. The team will also attend Annual General Meetings (AGMs) to report to members on the ongoing partnerships and activities with the CLEAR program for better communication and provide opportunities for member dialogue.

Objective 3 – Development Community’s Support to Cooperatives Enhanced Collaborate

This reporting period saw the realization of a tripartite partnership between Global Communities, the Cooperative University of Kenya (CUK) and the Democracy at Work Institute (DAWI) for the development and institutionalization of a Worker Cooperative Management certificate program. This curricula will be domiciled at CUK and incorporated into the university’s catalogue of short (paid) courses taught by faculty. The parallel strategy of both developing content and providing a 2-week training program for university faculty (implemented by 3 DAWI staff) showcases the CUK’s commitment to embedding worker/owner cooperative business education into all classes rather than allowing this knowledge to remain solely as an auxiliary short course.

To prepare, a Training Needs Assessment ([Annex 7](#)) was conducted to inform the curriculum development process and course implementation. The next phase of the workplan includes a DAWI led faculty ‘training of trainers’ in May 2022 and a pilot course taught by CUK Faculty with students in June.

CLEAR Program - a Hub for CLA Best Practice

CLEAR has continued to prioritize Collaborating, Learning and Adapting (CLA) by focusing on partnerships through co-creation, reflective learning, and adaptive management. During this reporting period, other USAID programs and stakeholders have requested CLEAR share their CLA approach to inform how other programs can integrate learning within their activities. The CLEAR Policy team, in partnership with NCBA CLUSA and Agriterra, presented their joint policy approach to the cooperative public participation process – during a USAID 30for30 meeting; CLEAR also shared the Youth Entrepreneurship Roundtable approach at Global Communities’ internal organization wide Technical Information Meeting (TIM); and presented the CLEAR CLA approach to the Global Communities’ USAID/SCORE and SIDA/SME Business Incubation Programs to support the integration of CLA approaches and working with partners. To further build the CLEAR team’s capacity in CLA facilitation and integration, the CLA Officer alongside the Policy and Legislation Specialist and M&E Specialist attended a two-day CLA Primer at the USAID Kenya Mission where they were trained on how CLA is linked with self-reliance and implementing partner work in Kenya.

Gender Engagement in the Cooperative Sector

During this reporting period, the CLEAR team collaborated with numerous partner counties and civil society organizations (CSOs) to increase knowledge of the empowerment opportunities within cooperatives. CLEAR’s Gender Technical Specialist worked with County Cooperative Officers and Cooperatives to implement two 5-day Training of Trainers (TOTs) on the Good Governance and Gender Equity curriculum. Those trained will proceed to roll out the Good Governance and Gender Equity curriculum in their respective cooperatives and counties. As part of the TOT implementation, each attendee was responsible for developing priorities and an action plan for implementation in their community and cooperative. The new trainers took the lead in organizing and implementing the sessions which demonstrated partnership and buy-in from the counties and cooperatives participating. To support the roll out of the training to observe, support and provide constructive criticism, the Gender Technical Specialist made supervisory visits to 4 Counties and 6 Cooperatives that were conducting Gender and GBV training. In total, 93 participants were trained (61 Men and 32 Women).

Learn

Lessons on Worker Cooperatives in Kenya

Increased demand for cooperative knowledge and information among youth: The CLEAR Youth Roundtable, an entrepreneurship-focused learning platform, has continued to grow in membership from *100 participants in 2021 to over 500 in March 2022*. The Roundtable, which initially began as an ongoing Focus Group Discussion, has continued to attract young entrepreneurs eager to transform their businesses into profit making enterprises. CLEAR partners with business incubation experts to facilitate discussion on various entrepreneurship topics which are selected by the participants themselves. During this reporting period, CLEAR learned – through a survey of 221 participants, that 60% of the participants were not cooperative members and 64% of them were more familiar with financial cooperatives than other types of cooperatives. When asked what their interest in joining cooperatives would be, 22% of them stated that they would only join a cooperative to save money, 20% to contribute to the community's development, 16% for education and training, 15% to make profits, 14% to have a market for their product/service and 12% to become business owners. **100% of the participants reported that they would be interested in learning more about the cooperative business model and potential entrepreneurship opportunities.** CLEAR learned that there is a gap in cooperatives knowledge and information among youth in Kenya and there should be increased deliberate efforts by stakeholders to prioritize cooperatives' advocacy and awareness among youth.

Listening Tours

As a part of continued efforts to learn and adapt, CLEAR conducted and participated in several listening activities including Focus Group Discussions, surveys, interviews, and a Training Needs Assessments to understand needs and perceptions of stakeholders towards worker cooperatives. We learned:

- The process of transitioning from a conventional business to worker cooperatives has led to a loss of membership for the new cooperatives. Many of the initial members of the pre worker coop did not have a clear picture of the worker co-op model and some felt that it would not work for them. Further, conflicts over power sharing approaches were noted and a need for re-education on the cooperative business model structure and by-laws.
- Worker cooperatives are likened to savings and credit unions (SACCOs) but unsurprisingly youth then perceive them as community-based groups rather than businesses. There will need to be a mindset shift by cooperatives and stakeholders to not only think of cooperatives as tools for financial support but platforms for employment and job creation. There is a need to emphasize that members are also job holders and owners of the cooperative.
- From the forums we learned that there is a general appreciation of the worker cooperative business model as a tool for creating order especially within the informal sector in Kenya. However, people expressed concern that there needs to be a clear policy and legal framework that guides how worker cooperatives can operate in the country.

These findings have helped CLEAR build a case for the advancement of worker cooperatives in Kenya and supported efforts to share this message with high level stakeholder partners including the SDC, CAK, and CUK. In response to CLEARs advocacy and education efforts, the last several months have shown a key interest by the government in shifting those incorrectly registered as SACCOs to cooperatives, such as the boda-bodas (motorcycle taxis) who have come into the national spotlight. The SDC and other

county governments have tapped CLEAR to provide information and to draft model worker owner bylaws and business plans.

Gender Engagement in the Cooperative Sector

The Gender Equity and Good Governance Training Workshops are aimed at equipping trainees with the knowledge and skills to independently facilitate sessions using the curriculum. The Gender Specialist instituted a 'teach-back' approach to challenge trainees to operationalize the training and build confidence. The approach was successful and showed that real hands-on-training is beneficial allowing the trainees to practice their facilitation skills and work through the content. The trainees expressed a desire to be educated on all the sessions by the experienced facilitators to build confidence. While most of the trainees left the session ready to implement their action plans, the facilitators identified some trainees who require additional guidance to build confidence before independently executing their action plans. The team also learned from the new trainers that there are opportunities for curricula refinement and new trainers are encouraged to actively provide feedback to the CLEAR team. While it is preferred that the trainer be educated on each module, feedback has confirmed that the guide is easy to understand, and a trainer should be able to study the materials and share the lessons even if there are training gaps. Modules also allow the facilitator to adapt to their setting and audience should they need to conduct the training online or in a larger group setting.

Supportive supervision has been an adaptation to the TOT process. Supportive supervision means that the CLEAR Gender Specialist co-plans the session with the trainee and helps to facilitate the training. This supportive supervision gives the trainee an opportunity to practice in real time with the Gender Specialist. Following the training programs the Gender Specialist identified the top 10 trainees who can be supported through supervision and planned refresher courses to retrain their peers. This maximizes resources and leverages the best performers while encouraging those who may need additional support.

Another key lesson is on the recruitment of trainers. The selection of Gender Champions by cooperative and county leaders is complex and these stakeholders may not necessarily understand the qualities needed in a Trainer. The training evaluations showed that the trainees who were recruited using the recruitment tool developed by CLEAR performed better and were more committed than those who had been mobilized by the cooperative or county leaders. The tool was successful in identifying trainers who would take the course seriously and had sincere intentions of implementing in their cooperatives and communities.

The team observed how traditional roles such as the unpaid care work assigned to women is an impediment to their career progression including Cooperative membership and leadership. During the pre-test and initial activity, many participants shared they felt that women were to blame for not taking advantage of all the opportunities offered to them. However, this negative perception changed following the training. This was evidenced by the evaluation of the attitude and knowledge levels prior to and after the training which revealed a significant improvement.

Adapt

Focus on a Post COVID 19 Future for Cooperatives in Kenya

During this reporting period, CLEAR has continued to promote COVID 19 sensitive programming to ensure cooperatives and stakeholders remain aware of the general health practices that limit the spread of the corona virus. In support of USAID Kenya Mission wide requests, CLEAR mobilized stakeholders to attend a COVID 19 Vaccine awareness workshop in partnership with Avenue Health Care to sensitize cooperative stakeholders on the importance of COVID 19 testing and vaccination. CLEAR has also continued to employ virtual learning opportunities for cooperatives and stakeholders to ensure that they adapt to the current economic environment that is characterized by technological change. Where physical meetings and trainings have been conducted, the necessary care and precaution has been observed by staff and members. In addition to the dedicated session, CLEAR also designed several digital communications products on COVID 19 prevention, benefits of vaccination, and “debunking the myths” of COVID 19 vaccines. These materials were shared widely at our events and online. Each in-person CLEAR event also included a brief talk on COVID 19 and followed strict COVID protocols to demonstrate CLEAR’s dedication to prevention.

Monitoring and Evaluation

The M&E Specialist and the CLA Officer continued supporting the monitoring, evaluation and learning activities across the program objectives. Two major milestones during this period were achieved with the conclusion and the submission of the CLEAR Mid-term Evaluation (MTE) and the Social Systems Network Analysis (SSNA) follow-on study co-funded through Overseas Cooperative Development Council (OCDC) Research Group’s CR2 activity. The CLEAR MTE evaluated CLEAR’s approaches and activities on *relevance, effectiveness and sustainability*, in order to determine which are working well and which are not, and to provide recommendations for modifications and improvements. After the conclusion of the evaluation, the CLEAR MEL team led an MTE internal learning session that allowed the implementing teams to reflect on the report findings and brainstorm ways in which they will adapt approaches and activities to pivot based on the MTE findings. As a result, the team developed an adaptation document that tracks specific adaptations whose progress will be tracked every quarter based on the MTE findings, lessons and recommendations. A summary is included in [Annex 3](#).

The SSNA follow-on study evaluated the opportunities and outcomes of a Social Systems Network in the Kenyan Cooperative Sector. The findings determined that Kenyan cooperators need and want a platform to better connect and strongly suggest its development on a pre-existing social network, such as Meta/Facebook. A detailed summary of the research is included in [Annex 4](#).

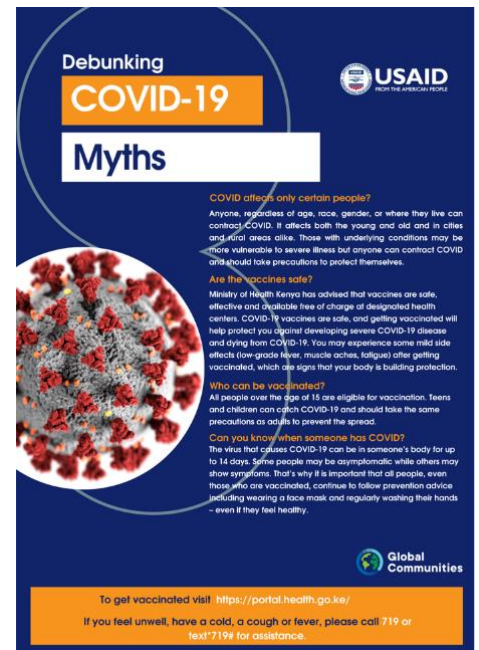


FIGURE 1 GC DEVELOPED CIRCULAR TO SUPPORT MISSION REQUESTS TO SUPPORT VACCINATION EFFORTS

CLEAR Indicator Target Achievements

Through the consolidated efforts of program team members, CLEAR expects to achieve at least 90% of FY22 targets. Currently, CLEAR is on track on all the CDP and standard indicators with a 100% achievement of a majority. For instance, **indicator 2.1.b** (which tracks the **number of firms receiving technical assistance for improving business performance**), has been fully achieved through the technical assistance sessions. Additionally, **indicator 2.1.c** (which tracks the **number of organizations using CDP developed tools and resources to benefit cooperatives and cooperative systems**) has also been fully achieved. Over the years, the team has put measures in place to ensure a deliberate development and distribution of CLEAR tools and resources across a wide range of audiences during learning activities such as workshops, policy network meetings, Kenya Cooperatives Development Organizations (KCDO) monthly meetings and USAID Kenya South Eastern Kenya (SEK) mechanism platforms. These tools include our TOT Guides, fact and briefing sheets, infographics, educational videos, blogs, case studies, fliers, learning tools and business development templates. Sharing of tools was initially one of the indicators whose target achievement was challenging to the team but through strategic planning sessions and quarterly data review meetings, the CLEAR program has overcome this challenge and has been widely disseminating many tools and curriculums including our Good Governance and Gender Equity Guide, Policy and Legislation Frameworks, and the CPI.

The largest hurdle for the CLEAR project is achieving policy and legislation indicators. Since 2020, the renewed focus of the SDC on their decade long awaited cooperative policy and bill have cast a spotlight on the high-level education, networking, teleconferencing forums and drafting sessions happening at the county level. As previously noted, the CLEAR team and other IPs were instructed to pause all efforts to allow for bilateral conversations and progress to be made at the national level. The Policy Team notes that current workplans include 1) the finalization of the county model frameworks in collaboration with the CoG and 2) dissemination of the frameworks via the CoG ahead of the drafting workshops to ensure local ownership. These efforts will be closely followed with the drafting workshops that will be supported by the CLEAR Attorney and the legal attorneys who work alongside the CLEAR team.

Upcoming Field Visits & Events

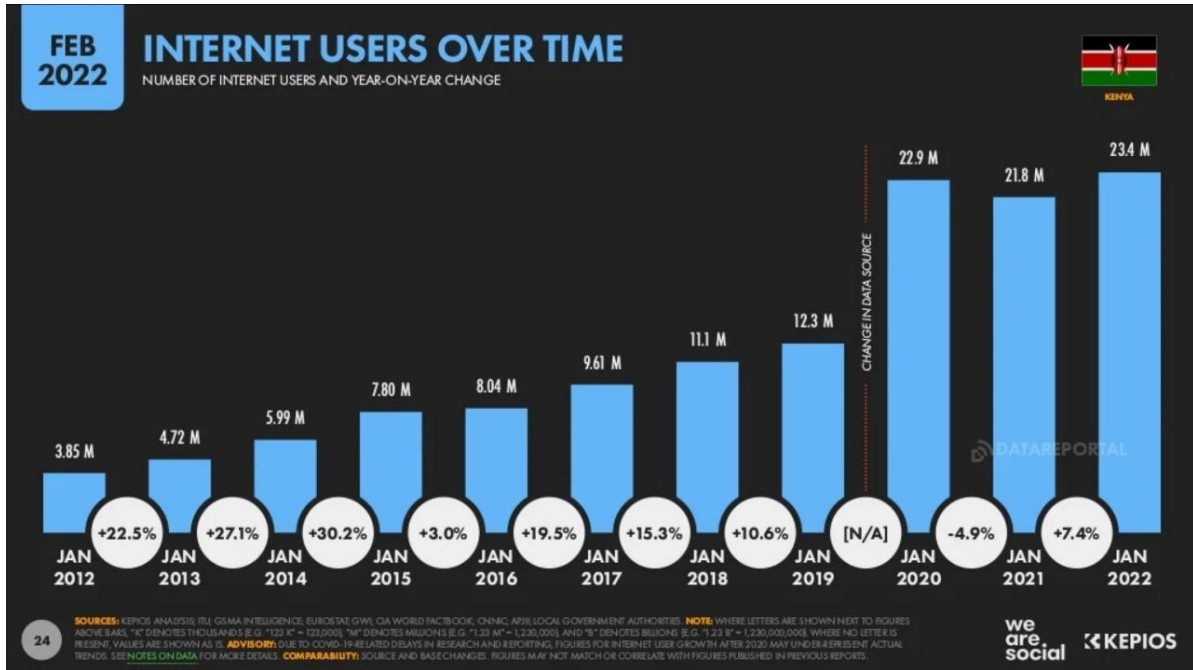
- DAWI Visit: April 4-15th 2022
 - Lead trainer from DAWI travels to Kenya in April to meet with the Cooperative University of Kenya and the CLEAR program to finalize the curriculum and plan for the faculty training to be implemented in May.
- DAWI & CLEAR HQ Visit May 8 – June 3, 2022
 - CLEAR Senior Technical Specialist and 3 DAWI trainers travel to Kenya in May to implement the Faculty Training at CUK. The Sr. Specialist will also focus on the dissemination of CLEAR program research and learning activities and meet with partners including the Kenya Mission to prepare for CLEAR's final year of programming.
- Chief of Party (CoP), CLEAR and Regional Director, Global Communities June 26 – July 9th.
 - CLEAR CoP will lead partner meetings, meet key Mission staff, lead team workshops and strategy sessions. Plan for final year of CLEAR program.
 - CLEAR CoP will introduce Regional Director to key projects and cross cutting staff
- CLEAR individual and household social capital and resilience survey will be conducted by Dr. Jake L. Morrow during the months of July and August 2022.

Annex 1: Cooperative Cohort FY22 (Q1 and Q2)

Cooperative Name	Members	Board Members	Supervisory Committee	Product/Area of Focus
FundiTech Service Cooperative Society Limited	34	5	3	A service cooperative registered in 2017 involved in building and construction. The members comprise of masons, carpenters, plumbers among other skillsets. The Cooperative provides skilled labor to undertake construction jobs secured by society.
Women in Solar Energy and Entrepreneurship Cooperative Society Limited	42	5	3	A women led cooperative registered in 2018 that deals with training interested women and members on renewable energy and installation of Solar photovoltaic system (PV).
Chipukizi VOD Cooperative Society Limited	25	5	3	An edutainment cooperative registered in 2019 comprised of graduates of the Cooperative University of Kenya.
Uprising Housing Cooperative Society Limited	15	5	3	A housing cooperative registered in 2019 - they are a sister society of Nairobi Bunge SACCO. Members live in Mujuru Kwa Njenga (a slum in Nairobi County) and their goal is to build houses for its members.
SIMAKI Housing Cooperative	21	5	3	A housing cooperative based in Nairobi County registered as a welfare association in 2014 and transformed into a housing Cooperative in 2016 - to build houses for their members and rentals for income. Monthly contributions stand at ~ \$50. They have a SACCO loan worth ~ \$ 21, 000. They also have a commercial building and they are investing their profits in the money market.
Kigro Cooperative	14	5	-	Kigro is an environmental and waste management cooperative in transition to a worker cooperative currently registered as a youth self-help group in 2014. It provides an opportunity for youth empowerment and employment within their region.
Vision 4 Housing Cooperative	30	5	3	Vision 4 Housing was established in 2014 and is based in Nakuru County. Its main objective was to buy land and build houses for their members with adequate and affordable amenities (water, roads, lighting among other physical amenities). Vision 4 is also working with Cooperative Housing International (CHI).
Peniel Housing Cooperative	67	5	3	A Housing Co-operative society registered in 2019 in Kiambu County. They aim to empower members to buy land.
Kokwatai Investment Cooperative	1500	5	3	An investment Cooperative started in 2007.They buy properties and sell them to their members. They also have some commercial buildings and share dividends.

Miriu Integrated Banana Cooperative	93	5	3	It was previously a CBO and converted into a cooperative in 2021. They grow tissue culture bananas, promote indigenous poultry, promote agro forestry seeds and grafted mangoes which they sell to their members and community and the community. As a result of the members' contribution, they have been able to buy a piece of land where their office is located.
Suba North Cooperative	133	5	3	The cooperative was registered in 2020, aggregating and marketing poultry products.
Rangwe Dairy Co-operative	191	5	3	A cooperative registered in 1989 bulking milk to sell to town dwellers within their vicinity. They are also anticipating development funds from a World Bank project called NAGRIP worth ~ \$ 70,000 to build a cooling facility extending their business offering.
Limuru Dairy Co-operative	1500	5	3	A dairy Co-operative in Kiambu County formed in 1962. It's fully owned by smallholder dairy farmers who have equal shares. They bulk and cool milk to sell in formal and informal outlets. Received a loan worth ~ \$91,880 to scale their business into extended milk shelf life and yogurt value addition.
Meru Central Coffee Union	34 Primary Coffee societies	5	3	Meru Central Coffee Co-operative Union (MCCCU) is affiliated to ~34 primary coffee societies. These primary societies encompass approximately 98,000 active members. By extension they serve a population of over 700,000 people. They offer agronomy extension services, roasting and marketing of coffee for its affiliated member cooperatives.

Annex 2: Photos & Captions



Source: <https://kepios.com> as of February 2022



FIGURE 2 MANAGEMENT AND GOVERNANCE TRAINING-MERU CENTRAL COFFEE UNION



FIGURE 3 TAITA TAVETA COUNTY PARTNER MEETING, DEPARTMENT OF TRADE, TOURISM, CO-OPERATIVE DEVELOPMENT AND INDUSTRIALIZATION

Annex 3: Mid-term Evaluation (MTE) Summary

From June 21, 2021 to December 15, 2021, The CLEAR Program conducted a mid-term evaluation (MTE) that included key program partners and cooperative sector stakeholders to capture a diverse range of feedback. The informants provided their observations on the feasibility of different solutions and recommendations to improve implementation. The evaluation utilized a concurrent mixed-methods study design to facilitate triangulation, which included desk review, quantitative surveys and qualitative interviews. Informants included cooperative stakeholders, CLEAR program-based consultants and sub-awardees, partner cooperatives and CLEAR staff. Cross-sectional surveys were held with 137 Cooperative Members and Leadership, and 10 County Officials. Interviews were held with 41 Key Informants among various stakeholders in the supported counties. The MTE and its interpretation provided a starting point for program adaptation for most impactful cooperative and cooperative sector strengthening. The evaluation highlighted opportunities and barriers that need to be addressed as program adapts in a bid to improve and strengthen the cooperative sector in Kenya.

The MTE appraised the project's performance critically and objectively in terms of three key indicators: **Relevance**, **Effectiveness**, and **Sustainability**.

On **Relevance**, results from the MTE indicated that CLEAR program interventions were useful and relevant to the needs of the key stakeholders in Kenyan cooperatives. 70% of participants interviewed reported to have acquired new skills in financial management, leadership, communication, and governance thanks to CLEAR's cooperatives training and capacity building approach. The cooperatives interviewed reported improved capacity in marketing their businesses (70%), increased value of services provided (70%), expanded market targets (60%), and more revenue generated for the cooperatives (51%). Some cooperative leaders reported experiencing clarity in their roles as a result of the training.

On **Effectiveness**, most participants felt that CLEAR's training and other capacity strengthening activities were effective and successful. For instance, it was reported that the trainings had helped county officials to identify gaps in their policies, and as a result, majority have started implementing gender equality policy by ensuring that women get involved in cooperative affairs. Nearly half of the participants reported increased participation in their cooperative decision-making activities. More than 70% of survey respondents reported improved women and youth involvement in cooperative management and coordination thanks to CLEAR's interventions and notably, more females than males agreed or strongly agreed with these statements.

Beyond CLEAR's intervention, **Sustainability** was a concern to the partners involved in addressing capacity, skills and policy issues that are part of the challenges facing cooperatives in Kenya. At large, findings from the study indicated that changes associated with CLEAR 'interventions will sustain after project completion. For instance, over half of the respondents believed that they will successfully manage their cooperative operations including accounting and management systems, linking with the government, managing communication with members and stakeholders, and self-managing the development and implementation of Memorandum of Understanding (MoUs). Additionally, the participatory approach used by CLEAR, such as participants' engagement in collaborative trust-building activities, improves the likelihood of sustainability of results. CLEAR was also seen to be at the center of a network of collaborative efforts that work to deliver support to cooperatives and counties in Kenya and to

build connections that enhance networking between cooperatives and stakeholders through the Youth Entrepreneurship Roundtable (YERT) learning forums, Kenya Cooperative Development Organizations (KCDO) monthly collaboration and learning platform and the policy network group. Lastly, most participants expressed the willingness of their cooperatives to sustain the gains of the project after the exit of CLEAR.

In summary therefore, the key CLEAR MTE Findings were as follows 1) CLEAR's Participatory approaches resulted in **Trust** and **Ownership** of interventions; 2) Gender inclusion increased **women equality, youth participation in leadership** within cooperatives; 3) Flexibility in programming allowed for **continuous adaptation** and improvement of program approaches and, 4) Peer to Peer Learning presented opportunities to acquire **new business skills** and **techniques** through collaboration and learning platforms that will keep cooperative development conversations going beyond the USAID CLEAR Program.

The MTE highlighted some of **the key barriers** to the achievement of program objectives that will need to be considered and addressed in order to achieve program goals. Through an internal learning workshop led by the CLEAR MEL team geared towards adapting and improving the program approaches, the team identified ways of addressing the barriers to the success of the program implementations. The following are the barriers and how the program is adapting accordingly:

- 1) **Cooperative Political landscape:** One of CLEAR's major objectives is creating an enabling environment for cooperatives to thrive which is done through supporting Counties in formulating policies and legislations that speak to the needs of their cooperatives. CLEAR will continue partnering with the council of governors (COG) in all aspects of county engagements on policy and legislation to cushion the program against extensive delays caused by the upcoming general elections. This is due to the role the COG plays in coordinating affairs of the counties. CLEAR is currently validating county model frameworks that will be disseminated to the counties through the COG as the program supports in the technical sessions to draft county specific legislation guided by the model frameworks.
- 2) **The divide between the two levels of government** (national and county governments): CLEAR has supported the two levels of government in trying to unpack the devolved cooperative function to be able to move forward with county cooperative legislation. These efforts will continue through the already established Cooperatives Policy Network that facilitates dialogues between the county and national level stakeholders to ensure their objectives align with those of the cooperatives they represent. Additionally, the county model frameworks have considered the provisions of the National Cooperative Bill of 2021 to ensure a harmonious legislative environment.
- 3) **The aging movement dynamics:** Although most men (70%) and even more women (84%) reported that there had been positive changes in capabilities of various management skills and tasks because of CLEAR's intervention, these results varied by age. Additionally, satisfaction with how CLEAR prioritized its programming was generally high but decreased with age: 77% of respondents in the age group 20-34, 68% of the age group 35-59, and only 33% of cooperative members and leaders that were 60+ said they were satisfied with the prioritization of CLEAR's programming, while 56% of this age group was undecided. Overall, this age category (60+) had a representation of 15% of survey respondents. This result suggests that while CLEAR's activities were effectively able to respond to the needs of younger participants, they were less able to address the needs of older participants. The digital divide continues to pose a critical concern regarding access to information and technology. While CLEAR quickly adapted to COVID-19 directives, the 60+ age category may

not have been favored by the virtual approach to activities. 34% of the survey respondents for instance were not sure if CLEAR adaptations were effective while 5% out-rightly indicated that these adaptations were not effective. Despite many program efforts to ensure participation through the provision of data bundles and being flexible on activity hours, some participants still reported that they could not join the online training as they did not have phones or did not have access to the internet, especially those residing in rural communities. The disparity in digital amenities such as electricity, internet connections and other utilities between urban and rural counties played out in the experiences of some of the participants dwelling in rural areas which still forms the majority of the elderly population of cooperative members. The CLEAR project noted this disparity, yet it hindered the depth and frequency at which some cooperative members benefited from the switch from physical to online delivery of some training. The CLEAR program is, however, making efforts in closing the Generational Gap by closely collaborating with the county cooperative officers to adapt to local context and languages to suit the different categories of cooperative members. Due to the digital divide, this age group appreciates in-person activities and hence, that has been reinstated with the lift on the ban of in-person meetings. CLEAR has also recently embarked on cooperative specific diagnostic in-person check-in visits as part of adaptations to this to ensure a good understanding of what more can be done to make CLEAR's intervention beneficial across all age categories. It has also been noted that physical meetings are more trusted by this age group hence the flexibility. CLEAR will also be targeting older cooperative members and building their capacity to embrace digital learning with changing times.

- 4) **Inadequate efforts to address cooperatives most felt need.** The cooperatives' perceived greatest need is finance as revealed by the CLEAR MTE. Nearly half (48%) of the respondents said that, yet CLEAR does not directly address this need. While CLEAR focuses on capacity strengthening and does not provide financial aid or physical assets, CLEAR can help cooperatives connect with organizations and programs that do so through linkages. This can be done through facilitating connections between the cooperatives and banks & finance institutions, government, local, and international organizations that work towards improving access to finance. For sustainability purposes, CLEAR will endeavor to embed 'cultivating a saving culture' module as part of the financial management curriculum and explore mobile banking options for cooperatives. As a result, cooperative members will gain confidence in their cooperatives' capacity to complete the necessary steps toward becoming a sustainable business. CLEAR will also work with the Counties to support cooperatives in accessing affordable finances through available government revolving funds. Bridging the financial gap for cooperatives to ensure improved performance through the provision of financial resources is critical towards the journey to self-reliance for cooperatives as 58% of respondents cited this as their most challenging issue currently.

In conclusion, CLEAR has been making deliberate efforts to ensure the goal of the CLEAR MTE; **To facilitate improvements in CLEAR's efforts to strengthen the cooperative sector in Kenya** has been realized through review and improvement of program approaches using the MTE lessons and recommendations for sustainability purposes.

Annex 4: Systems and Social Network Analysis (SSNA) Summary

The SSNA research study was a follow-up study of a baseline SSNA conducted in Kenya in 2019. The study leveraged data collected, and lessons learned to understand the networking needs of Kenyan cooperatives and evaluate possible SSNA platforms, and the requirements needed to make them effective. In particular, the study aimed to answer the following research questions:

1. What would increase the utility of a cooperative social network and make the network most beneficial to Kenyan cooperators?
2. What technology would increase the access and utility of the Ushirika Hub for users in a way that increases or incentivizes new users?
3. SSNA has documented benefits for NGO users, but do SSNA Platforms provide the intended benefit for cooperators?

Primary data was collected through surveys with both existing users of the Ushirika Hub map, developed as an SSNA mapping tool during the baseline study, and potential new users who were later introduced and registered to use Ushirika Hub in Kiambu County. This was in addition to qualitative data collection through key Informant Interviews and meaning making sessions that brought together participants from across seven Counties in Kenya (Nairobi, Kisumu, Kirinyaga, Nandi, Meru, Laikipia and Kiambu). The qualitative and quantitative data collected in this study were triangulated with existing data from Ushirika Hub and the findings of the previous research.

The existing literature and the new data collected for this study showed that a wide range of social media platforms are used by stakeholders in combined approaches in their business operations. However, the study established that most connections are still being made through face-to-face meetings and workshops, phone calls and via email communication – a challenge in Kenya’s, and the world’s, ever digitized economy. Only about one third of the study participants indicated using social media networks to connect and build their business networks. Social media platforms have not been strongly considered a useful platform for enhancing business operations among co-operators in Kenya, but the evidence shows virtual platforms can be beneficial to cooperative businesses in the country. In addition, this research as well as the previously conducted study found that people desire more and better ways to connect and expand their networks. Key stakeholders rely heavily on NGOs for services and connections but would benefit from more cooperation among cooperatives. The Key Informant Interviews demonstrated that one of the potential barriers to stronger use of social media platforms in business operations is the fact that most cooperatives and SACCOs are headed by older individuals who are less attracted to social media platforms. Not surprisingly, younger persons are more attracted to social media and their integration into the leadership of the cooperatives would be an opportunity to facilitate understanding and use of social media tools for the cooperative businesses.

Co-operators have used social media platforms mainly to network, connect with friends and access news, and not necessarily for business purposes. Despite the fact that a small proportion of users continued using the platform after initial sessions, Ushirika Hub map has benefitted co-operators in various ways including increasing access to product markets and technology services, building new connections and networks, access to new information hubs and creating links with new resource

contacts. The lack of use was previously documented, and the current study sought to better understand what users need in a cooperative network.

The study concluded with key recommendations for co-operators, NGOs, and the Kenyan government broken down by audience as follows:

National and County Governments: a) Create an **enabling environment and institutional structures** that facilitate adoption and usage of a social network for cooperative businesses such as Ushirika Hub. This can be done through partnership with cooperative development organizations and other NGOs to co-create and remodel the Ushirika hub and map or develop a new platform to accommodate cooperative business operations forming a form of a one-stop-hub for all cooperative businesses in a controlled centralized platform. b) Establish strong and **long-term hosting and financing structures** for a social network that will enable its sustainable utilization among stakeholders in the cooperatives sector. c) Support cooperatives and service providers with the necessary skills and resources to join and use the network. d) Promote its use in regular cooperative development activities.

Cooperative Development Organizations and Non-Governmental Organizations: a) Consider the proposed alternatives to the Ushirika Hub map for ease of use across the various cooperative stakeholders. Facebook and LinkedIn have emerged as pre-existing platforms with the potential to host a Ushirika Hub style network and incorporate more applications including product sales and direct co-op to co-op communication. b) Any new or existing platform should be developed and promoted in collaboration with government and apex bodies so that it is sustainable and responsive to the needs of the cooperative sector.

Apex Organization; Unions; Kenyan Stakeholders: a) Undertake a series of awareness and sensitization events that communicate the importance of network building and enhance understanding of the platform's benefits. Efforts should include fresh onboarding sessions that are sensitive to diverse interests of various categories of stakeholders in the cooperatives space. b) Build **diverse and stronger partnerships and coordination across key stakeholders** that will not only enhance cross-learning through the network but also promote synergies for more efficient interactions in addition to ensuring its sustainability.

Cooperatives: Embrace and **adopt new practices and technologies**, particularly use of social media platforms with emphasis on the cooperative specific network for strengthening business capacities and developing stronger relationships with other cooperatives and stakeholders.

From the study, the cooperative social network expressed the following needs:

Enable easy login, navigation and effective interaction among cooperators within and beyond the platform.

Catalyze engagements on the platform and enable conversation beyond the platform among cooperators in the cooperative ecosystem.

Other potential features to be considered in rebuilding the Hub include: creating an App version of the Hub, creating a notification feature and offline utilization

Based on the data and qualitative meaning making sessions, Facebook and LinkedIn were identified as two priority social media platforms that could be used to enhance networks and collaborations. Kenyan

co-operators identified them due to their widespread use and ease of access. One potential solution proposed is to embed Ushirika Hub map into a wider cooperative social network thus expanding access, incorporating other features, and allowing for direct communication between users.

As a next step following the completion of this study, the USAID/CLEAR program is currently organizing a stakeholder workshop with Cooperative University of Kenya, apex organizations, and government partners. The purpose of this workshop will be to build upon the meaning making session held in early December 2021 and provide details on the findings of this study. The CLEAR program will continue to explore sustainability options and continue to support partnership and coordination to advance cooperative social networks in Kenya.

The research found that co-operators desire a promising platform for enabling stronger and more effective networks, collaboration and cross-learning among cooperative members and other sector players. While Ushirika Hub map played an important role in developing the Kenyan Cooperative Development program's activities and provided much information to CDOs and Kenyan cooperative leadership, it has lacked appropriate support for cooperatives. A more expansive cooperative social network, which may incorporate Ushirika Hub map, has the potential to fill existing gaps in with respect to access to product markets, technologies and delivery of services. Despite the potential, any new network requires strong buy in from key stakeholders and significant efforts to build it into an adaptive and responsive network.

Annex 5: United States International University – Africa (Nairobi Campus) (USIU-A) Report Abridged

Conceived of in 2018, the Global Communities and USIU research team developed an original study that seeks to contribute to local and global discussions regarding mechanisms to support and facilitate community and household resiliency especially in areas prone to repeat shocks and/or stresses. In particular, this one of a kind study seeks to analyze the role of the Cooperative in community and household resiliency. The research team developed the following research questions to guide the study's development:

- In what ways does cooperative membership build resiliency following external shocks in agricultural cooperatives in Kenya?
- How does social capital affect resilience, community empowerment, and cooperative innovation among agricultural cooperative members in Kenya?
- What extent does social capital components building, bridging, linking, and networking effort relate to cooperative member resilience?
- How effective is trust at regulating cooperative member activities, cooperative performance, and cooperative member resilience?
- How does cooperative member resilience affect community empowerment following external shocks in Kenya?
- Which types of external shocks have the greatest impact on cooperative member resiliency in Kenya?

Numerous hypotheses are based on the above research questions. The number of hypotheses has grown in each consecutive year of the research. By the time of writing this semi-annual report, CLEAR has already tested the first three hypotheses pertaining to active cooperative membership. Thus far in the FY4 analysis, an additional nine (9) of the hypotheses have been tested in the three short months since the third data collection completion, as follows:

1. Active cooperative membership relates positively to member development resilience.
2. Active cooperative membership relates positively to member psychological resilience.
3. Active cooperative membership relates positively to member community resilience and community empowerment.
4. Cooperative performance relates positively to organizational social resilience.
5. Social capital components building, bridging, linking, and networking effort relate positively to development resilience.
6. Social capital components building, bridging, linking, and networking effort relate positively to psychological resilience.
7. Cooperative trust mediates the relationship between social capital and cooperative performance.
8. Cooperative trust mediates the relationship between social capital and cooperative innovation.

9. Cooperative membership mediates the relationship between social capital and cooperative member development resilience.
10. Cooperative membership mediates the relationship between social capital and cooperative member psychological resilience.
11. Cooperative membership mediates the relationship between social capital and cooperative member community resilience.
12. Cooperative membership mediates the relationship between social capital and cooperative member community empowerment.

Robust statistical techniques of path analysis structural equation modeling (SEM) and confirmatory factor analysis (CFA) shows conclusively that **social capital serves a mediating role in the relationship between cooperative membership and both psychological resilience and community empowerment.** Put simply, this means that a cooperative member's active membership affects their psychological resilience and community empowerment both directly but also through the boosting power of social capital bonding, bridging, linking, and networking.

Specifically, each separate social capital component (bonding, bridging, linking, and networking) relate positively and statistically significantly with active cooperative membership. Meaning, a staggering **34.8% of changes in social capital bonding, 40.2% in social capital bridging, and 13.1% in social capital linking, and 15.2% in social capital networking are related to active cooperative membership.** Further, psychological resilience of cooperative members is positively and statistically significantly related to social capital bonding ($\beta=.388$), bridging ($\beta=.279$), and linking ($\beta=.111$), but not social capital networking. Also, community empowerment of cooperative members is positively and statistically significantly related to social capital bonding ($\beta=.323$), bridging ($\beta=.422$), and linking ($\beta=.210$), but not social capital networking.

Social Capital Mediation: Active Cooperative Membership on Psychological Resilience

The mediating power of social capital bonding and bridging is found in that each statistically significant variable holds mediating power in the above-described relationship between active cooperative membership and psychological resilience. In short, two of the four social capital components accentuate, or boost, the power of cooperative membership. But social capital linking and networking each fail to mediate the relationship between active cooperative membership and psychological resilience.

Social Capital Mediation: Active Cooperative Membership on Psychological Resilience

Social capital bonding, bridging, and linking each mediates the relationship between community empowerment of cooperative members and active cooperative membership¹. But surprisingly time spent on social capital networking and the number of networked business contacts does not mediate the relationship between community empowerment of cooperative members and active cooperative

¹ Community empowerment as a process by which people gain psychological, social, and political mastery over their affairs (Strzelecka, Boley, & Woosnam, 2017).

membership. Gender and age as control variables do not relate statistically significantly with social capital bonding, bridging, linking, or networking.

It is important to note that cooperative membership is not fickle. Following external shocks affecting cooperative members and their families, cooperatives do not necessarily only actively help their members recover if they are more active and well-known in the cooperative. Cooperatives assisted members in crises regardless of how involved the members were in the organization after insecurity, election violence, cattle rustling, floods, animal disease, and mud slides. However, there were differences. After droughts, human disease, and pestilence, active cooperative membership correlated significantly and positively with cooperative assistance to its members.

While social capital networking did not mediate relationships in the model, it still showed the following strong effects: After external shocks, gaining both community and cooperative assistance was positively and statistically significantly correlated with social capital networking far more than other forms of social capital bonding, bridging, or linking which often were not statistically significant. Except for mudslides, cooperatives assisting members after external shocks were correlated positively and statistically significantly with social capital networking.

Economic Resiliency

- Older cooperative members are more active in their cooperatives.
- After a slight improvement from 2019 to the end of 2020 in affording medicine, 2021 saw a sharp drop. The decline was the most extreme for non-cooperative members.
- 2021 saw a continued reduction since 2019 in the ability of cooperative members to afford doctor, dental, and hospital visits. This coincides with great health emergencies affecting communities in 2021 as compared to both 2020 and 2019. In each situation, cooperative members fared better than non-members and the most active cooperative members fared the best of all with regard to affording medicine, doctor visits, and dental care.
- In non-medical family expenses of fertilizer, animal feed, home repairs, and children's schooling, 2021 saw a decline below 2019 levels after improvements in 2020. Cooperative members and non-members fared nearly evenly in affording non-medical family expenses. The most active cooperative members were the best equipped to afford fertilizer.
- Women bore the brunt of the decline in medicine affordability in 2021. While men and women reported equal medicine affordability in 2020, by 2021 women were less able to afford medicine given other household expenses.
- However in contrast, like in 2020, women in 2021 were more likely to be able to afford doctor, dental, and hospital visits.

External Shocks

- Active cooperative members were less likely to be impacted negatively from a security-related external shock such as pre-election violence, insecurity, or cattle rustling. Though among cooperative members, one's activity within the cooperative did not impact natural

disaster related external shocks such as floods, mud slides, insect pestilence, human disease, and animal diseases.

- Security-related external shocks affected cooperative members' abilities to afford doctor's visits and purchases of fertilizer the most.
- Unlike in 2020 with more uniform suffering regardless of age, 2021 saw the older members of cooperatives suffering more from both security-related and natural disaster-related external shocks.
- While in 2020, women were more likely to suffer from natural disaster shocks, by 2021 one's gender identity did not correlate to more or less impact from security-related or natural disaster-related external shocks.

Answering the Research Questions

In what ways does cooperative membership build resiliency following external shocks in agricultural cooperatives in Kenya?

The research has successfully answered the first research question. Psychological, development, economic, and social resilience increases as a result of cooperative membership. Specific to the hypotheses tested, hypotheses 1 and 2 were supported in that active cooperative membership relates positively to both member development resilience and psychological resilience. Hypothesis 3 was also supported that active cooperative membership relates positively to member community resilience and community empowerment. Hypothesis 4 was supported that cooperative performance relates positively to organizational social resilience. Research questions 2 and 3 are partially discussed above.

Research question 4 was partially addressed regarding trust does regulate cooperative member activities and cooperative performance, specific to community trust. The first hypothesis for research question 4, hypotheses 7, is supported in that cooperative trust mediates the relationship between social capital and cooperative performance. Trust regulating cooperative member resilience part of the research question and accompanying hypothesis 8 will be analyzed in the upcoming quarter.

Annex 6: Published Media

Media platform	Title and Link
Global Communities Website	Case Study: Vision 4 Housing Cooperative https://globalcommunities.org/wp-content/uploads/2022/01/GC-Vision-4-Housing-Case-Study-31-Jan-2022.pdf
Global Communities website	Case Study: Chipukizi Voice of Drama https://globalcommunities.org/blog/chipukizi-voice-of-drama-a-kenya-case-study/
Global Communities website	Empowering Women in Housing Cooperatives https://www.globalcommunitieskenya.org/2022/03/09/empowering-women-in-housing-cooperatives-lessons-from-usaid-clear-program-supported-cooperatives-in-kenya-by-fredrick-nyagah-and-tindi-sitati/
Global Communities website	USAID Launches 2 cooperative videos https://globalcommunities.org/blog/usaid-clear-program-in-kenya-launches-two-new-cooperative-videos-2/
Global Communities website	Gender Equity and Good Governance Guide https://www.globalcommunitieskenya.org/wp-content/uploads/2022/01/Good-Governance-Guide_3.0_s_v2.pdf
Global Communities website	Poster: COVID 19 Awareness https://www.globalcommunitieskenya.org/2022/01/27/debunking-covid-19-myths/
Family Media TV	Video on Gender https://www.youtube.com/watch?v=dhpM0YkuVO0
Moshi University Conference Publication	Academic Paper https://gcommunities.sharepoint.com/sites/KCP/CommunicationsResource/Forms/AllItems.aspx?id=%2Fsites%2FKCP%2FCommunicationsResource%2FCommunications%20and%20Learning%20Products%2F2022%2FResearch%20Briefs%2FPROCEEDINGS%5FOF%5FINTERNATIONAL%5FCONFERENCE%5F1ST%2D3RD%20SEPT%202021%5FMoCU%20%281%29%2Epdf&parent=%2Fsites%2FKCP%2FCommunicationsResource%2FCommunications%20and%20Learning%20Products%2F2022%2FResearch%20Briefs

Annex 7: Faculty and Students Training Needs Assessment (TNA) Summary

The Training Needs Assessment was carried out by The Co-operative University of Kenya and facilitated by Global Communities and Democracy at Work Institute (DAWI) was aimed at capturing feedback to inform the curriculum design for the provision of a short course on induction of faculty members to the worker Co-operative management as a strategy to capacity build them as trainers of trainers (TOT). The target population for this survey was 10 faculty members teaching in various schools at The Co-operative University of Kenya.

The methodology used included; Determination of target population; Development of TNA tool in consultation with DAWI; Validation of the tool; Pre-test of tool; Data collection; Data Analysis; Report Writing

Faculty Results

Gender Participation	Males (70%) Females (30%) of the respondents.
Age Brackets	The majority of respondents (70%) fall into the age category 36 - 50 years of age category, while 20% of respondents fall into the age category of above 50 years. The age bracket of 18-35 years was the youngest. Only 1 (10%) of the respondents were in this bracket.
Job Title	Teaching Assistant 10%, Senior Lecturer 20%, Lecturer 10%, Tutorial Fellow 60%
Schools/Department/ Sections	40% of respondents were drawn from the School of Co-operatives and Community Development (SCCD), 30% from the School of Business and Economics (SBE) and also 30% from the School of Computing and Mathematics (SCOM).
Experience in teaching	5-10 years 70%, 11 years and above 30%
Knowledge needed for Worker Co-operative Management	<p>90 % of the respondents are aware of the worker co-operatives, while 10% are not aware of the worker co-operatives. They mentioned energy co-operatives; hospitality co-operatives; transport co-operatives; Chipukizi; SACCOs; Shirika SACCO; Mwalimu SACCCO; Fundilima SACCO; Funditech as some of the worker co-operatives they know.</p> <p>All faculty members surveyed had adequate knowledge of co-operatives but exhibited a felt need to upgrade their knowledge and skills on worker co-operatives. Specifically, to acquire substantial knowledge about the distinct characteristics and various types of worker co-operatives.</p>
Involvement in service/worker Co-operatives	Yes (40%), No (60%)

Understanding Worker Cooperatives	<p>10% knew nothing at all about worker co-operatives. Those who had little knowledge about worker co-operatives were represented by 20% of the respondents. Majority of the respondents (70%) had a good understanding of worker Co-operative, however this finding still contradicts our findings on awareness of worker co-operatives where most of the faculty members couldn't mention the various types of worker co-operatives.</p> <p>The faculty members need a proper distinction between worker co-operatives and the other types of co-operatives.</p>
Tools used for Teaching	<p>Break out rooms; WhatsApp; annotation; online teaching and; zoom. One of the respondents was not aware of any of the tools mentioned.</p>
Need for Learning Worker Cooperatives	<p>Most of the respondents acknowledged the need for the proposed short course. Respondents were interested in learning this short course as follows: to acquire knowledge and skills in worker co-operative management; to sharpen their skills in management of worker co-operatives. While others were interested in the course because worker cooperative management is an area that has been overlooked compared to other types of cooperatives. Other respondents stated that worker co-operatives are a new area in Kenya and Africa and it is the most effective way to create employment.</p>

Students Training Needs Assessment (TNA) Summary Findings

Gender Participation	Female (71%) Male (29%)
Age Brackets	18-24 years (87.5%) and 25 – 35 years (12.5 %)
Level of Study	Diploma (37.5%) and Bachelors 62.5%)
Course pursuing at the University	54% of the respondents are pursuing BCOB (Bachelor of Co-operative Business); 17% of the respondents indicated to be pursuing BCCD (Bachelor of Co-operatives and Community Development and; 29% are pursuing a Diploma in Co-operative Management (DCM).
Need for the short course in Service/worker Co-operative management	Most of the respondents showed interest in taking training on the proposed short course. 98% of the respondents acknowledged the need for the short course in service/worker co-operative management.

Awareness about worker co-operative management 42 % of the respondents were aware of the worker co-operatives, while 58% were not aware of the worker co-operatives. Varied responses were received on the various types of worker co-operatives. They mentioned Chipukizi; medical social worker; democratic co-operative; Meru herbs rural SACCO; Union Cab Madison; Co-operative University; co-operative workers cleaning the university and; co-operative agents as some of the worker co-operatives they know. Other respondents indicated that they were not aware of any type of worker co-operatives.

From the responses received on the various types of worker co-operatives, it was clear that the respondents were not well conversant with the various types of worker co-operatives.

Understanding Worker Cooperatives Of the respondents surveyed, 18% knew nothing at all about worker co-operatives. Those who had little knowledge about worker co-operatives were represented by 69% of the respondents, while those who had a good understanding of worker co-operatives were 15%.
This confirms that there is a training need in general in worker co-operative management.

Skills to build with the introduction of this short course Demonstrated understanding of co-operative business model; co-operative principles and values; different types of co-operatives; uniqueness of the worker co-operative management; and elements of democratic workplace in worker co-operatives – 24 respondents
Demonstrate understanding of governance in worker co-operative management pillars of co-operative governance; board responsibilities in co-operatives; and member’s rights and responsibilities in co-operatives- 26 respondents
Financial management in co-operatives-10 respondents

The results show that almost all the students need training on the proposed short course. Further a preconceived curriculum that is rich in worker co-operative model and governance in worker co-operatives will be most appreciated by the respondents.

Utilization of skills and Competencies gained Most of the respondents acknowledged the need for the proposed short course. Respondents were interested in learning this short course as follows: to acquire knowledge and skills in worker co-operative management; to sharpen their skills in management of worker co-operatives. While others were interested in the course because worker cooperative management is an area that has been overlooked compared to other types of cooperatives. Other respondents stated that worker co-

operatives are a new area in Kenya and Africa and it is the most effective way to create employment. The effective management of such a cooperative is inevitable.

Medium of learning Most respondents (42%) preferred face to face interactions, while 40% of respondents wanted virtual learning. And, 19% preferred a blend of both virtual and face to face learning.

Devices for accessing virtual learning 56% of the respondents access their virtual learning using smartphones, while 29% are using laptops. 15 % of the respondents used both the laptop and smartphones to access virtual learning.

Area for accessing online resources for online classes Computer Laboratory (2.1%), Library 4.2%), Home 14.6%), Phone (35.4%) e-masomo (41.7%)