

# Report on learning visit (thematic) to KCDF (Kenya Community Development Fund) and their partners

Nairobi, Kenya

March 11<sup>th</sup> to March 16<sup>th</sup> 2019

## Travel report

### Objective of thematic visit

Terms of Reference The objective for this thematic visit was to gather more information on the potential, successes and challenges with local resource mobilisation. Furthermore, the objective was to prepare for the event at ISCW that CISU is co-hosting with KCDF and WACSI.

### Programme of the visit

Monday 11th	<ul style="list-style-type: none"> <li>• Travels</li> </ul>
Tuesday 12th	<ul style="list-style-type: none"> <li>• Meeting KCDF staff and leadership</li> <li>• Overview of KCDF's work               <ul style="list-style-type: none"> <li>○ How does KCDF work with communities in Kenya?</li> <li>○ Partnerships KCDF has developed and its impact on the work we do.</li> <li>○ Brief talk on thematic areas by team leads                   <ul style="list-style-type: none"> <li>▪ Education, Governance, Comm. &amp; Learning, Livelihood and Entrepreneurship</li> </ul> </li> </ul> </li> <li>• Introduction about CISU and its programmes</li> <li>• Overview of Pamoja for Change programme (P4C)               <ul style="list-style-type: none"> <li>○ The role of matching funds in P4C – challenges &amp; opportunities for both KCDF &amp; Communities served.</li> <li>○ Why is Local FundRaising and Mobilising Support important to organisations accessing P4C grants?</li> </ul> </li> <li>• Introduction on Change the Game Academy (CtGA) in Kenya               <ul style="list-style-type: none"> <li>○ How KCDF has implemented CtGA in Kenya and its role since inception of programme.</li> <li>○ Successes and challenges of CtGA since implementation.</li> <li>○ Reflection on what has worked well and challenges experienced under CtGA and P4C.</li> </ul> </li> <li>• Opportunities emerging for future engagements: What possible ways can CISU and KCDF work together in CtGA, Kenya?</li> </ul>
Wednesday 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Visit to Living Positive Kenya, a CtGA alumnus of Local Fundraising</li> </ul>
Thursday 14 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Visit to Cerebral Palsy Society of Kenya, a CtGA alumnus of Local Fundraising and Mobilising Support course</li> <li>• Visit to Vicocap, a CtGA alumnus of Local Fundraising course</li> </ul>
Friday 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Follow up session and way forward</li> <li>• Skype meeting between WACSI, KCDF and CISU to plan ICSW event</li> </ul>

	<ul style="list-style-type: none"> <li>• Firm up session with Caesar on ICSW workshop</li> </ul>
Saturday 16 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Travels</li> </ul>

## Learning from programme activities

### KCDF, Endowment fund, Programmes and their way to Change the Game Academy

KCDF was established 22 years ago. Their story builds on a move away from projects that were externally funded and which citizens never “used”. They wanted to establish a component that would build the institutions around the community organization, so that eventually citizens were not only taught “how to fish”, but also to “protect the waters”. They wanted to put the communities at the center of decisions (or how do you challenge the big INGOs modus operandi?). Basic outset is that you cannot be in the center, if you don’t have a say on resources. Development was projects, maybe with good intentions but not contextualized – often disrupting the culture and priorities of the communities => good projects that communities never used. They were looking to: How can you do sustainable project? Linking communities with opportunities. Helping communities build institutions that represented their aspirations.

KCDF operates with an endowment fund (kapitalfond), that was established when the organization was founded. [For more info on the endowment fund](#). This finances a great deal of their activities and can be used to finance their partners’ intervention. However, usually in a match funding modality.

This structure can give them more options to finance innovative projects, new ideas that cannot find regular funding.

Money in the endowment fund is invested (some in shares, some in bonds, etc.) – and there is a constant balancing between profit and reducing risks. The fund is tax exempt. The fund is a legal entity and the money cannot be touched unless for its purpose.

### **Localising decision making**

KCDFs thematic areas are to be considered broad enough to include as much as possible. In their call for proposals, they try to avoid the language that hinders innovation, creativity and communities to tap into. If an idea is good, although application may not be so strong, KCDF “can move the application into the right place” aka help them. Sometimes KCDF approaches, and sometimes they do get unsolicited applications in funny formats, but if the idea is good, they will continue the conversation.

Local Resource Mobilisation became an approach for citizens to “care for each other”.

### **Pamoja4Change**

A local grant that usually provides 50% and asks for community to find the rest. Max. 2.000.000 (20.000 USD). Targets local NGOs/CBOs. There is no thematic area, but it is about civic and community change. They do not match in-kind. This existed before and after Change the Game Academy, but it is well integrated now, so that the matching grants is giving the community incentive and supporting sustainability. It supports them to get them from the known to the unknown and discover their own capacity to raise funds.

Matching grants give communities an upper hand, and it is about finding something that is not too ambitious and not too small. **It is not about the money but as much about their organizational development. It is about coming from passion to strategies.** For them capacity building is also about passion – if things are in the right place, that is also capacity!

The program is run more or less in all counties.

In comparison to CISUs way of assessment: KCDF works with 3 steps (which is actually 5 steps). They have running deadlines, but works with calls.

- 1- Administrative, procedural
- 2- Peer review, pair up a team from different departments
- 3- POCA – Participatory Organisational Capacity Assessment – a physical meeting with various staff of applying organization. The KCDF team depends on what the peer review identified (not sure of order of steps here)
- 4- GAP – Grants Approval Panel
- 5- Board decision

The process is intensive, but deliberate, as working with communities and implementation becomes easier as a result.

### ***Other thematic areas***

Education programme is about improving learner outcomes and ensure communities take charge. They also run mentorships with corporates.

Livelihood programme targets both urban and rural settings, and seeks to allow citizens meet their basic needs with dignity.

Their governance area deals with the devolvement of powers and they are on the verge of setting up an extractives component to address the issue of communities being utilized without money being returned for the extractive exploitation of their communities.

### **KCDF and Change the Game Academy**

KCDF was from 2011-2016 testing different models that worked with local resource mobilization until CtGA came along in 2016.

Basically a normal executing partner under the Change the Game Academy on the two course, Local Fundraising (Local Resource Mobilisation) and Mobilising Support. They have carried out trainings for about 18 months, having just undergone a review, carried out by INTRAC (available to CISU).

**Organisational development affect the success rate of the courses.** You need a leadership that can spearhead, guide and support the staff, volunteers, etc. The course begins with a leadership session to ensure expectations and integration into organization of course content. And to manage power dynamics. **Success rate is dependent on buy-in from leadership, and the commitment of the participant.**

The participants are taken through an up-take – where it is assessed whether they are in the right course – and furthermore categorized into A, B, C – where A is a bit in the future – courses for these organisations have not yet been carried out.

A: First level – KCDF still working with these.

B: Material developed, but organizations are not here yet. Integrating local laws into the project. Using the laws in their own projects – where can they influence.

C: Not developed yet.

The key is the mindset change that the organization and staff must undertake to carry out the activities as a result of the course.

Assessment of participants → design of course + determining the need. Do they already have the skills?

6 month training broken into phases:

- ToT (10 days)
- Introduction for organization leaders (clarifying expectations, making sure the program is integrated into the organization, mobilizing management support, preventing that people just come because they were told to by the organization → important to clarify expectations, talk about who should participate) – 1-2 days → Leaders need to believe in it. When there is no buy-in from leaders → less result. Leader nominates (if there is buy-in + engagement from participant) → success is dependant on leader buy-in and commitment of participant.
- Participant: someone who can be engaged in 9 months and make sure to share in the organization. Transparent process.
- A level course (5 days): the skills and attitude required. Interactive, practical (practice how to make letters, communication with stakeholders, working on cases/projects etc.)
- Skills training: lobby and fundraising (3 days) – 2 days web-training (conference call, skype, etc. – different channels depending on what works)
- 6-8 weeks coaching period between the training sessions:
  - o 1. identify community needs
  - o 2. Create an action plan
  - o 3. Implementation of the action plan
- Graduates course (final, celebration, giving certificates to those that have been successful. If not successful – more coaching before getting certificate).
- Pool of trainers from WG who co-facilitate with local trainers to contextualize.
- 106 organisations supported so from all over the country.
- 312 individuals

### ***Local fundraising course***

85% of organizations that come to class have experienced improvement .

Return on Investment – they have trained for approx.. 4 mio. Kshs, and fundraised approx. 20 mio. Kshs.

90% of participants have substantially implemented as a result.

## ***Mobilising support***

Which is just really another way of saying advocacy. It has so far led to about 2-3 laws + some minor laws.

### **KCDF and the linkages to philanthropy**

KCDF works to attract investors and rich individuals into the Endowment Fund, but with an aim to aligning social justice and money flows with local needs. They try to work with an approach that builds on that if citizens are willing to send money to health issues with their rural relatives, they may also be willing to support a local dispensary. Leveraging on dynamics of value.

In their way of seeing things, **community philanthropy is more than just local resource mobilization, it is about communities taking agency for their own development.**

### **Public Benefit Organization Act**

KCDF has worked on the PBO Act and sought how to work with counties to domesticate it at different levels. There is still a need to make it more “friendly”. It has also been moved to the Ministry of Security. However, it is still not really in effect, although enacted.

At county level, arguably, it can be seen as a window of opportunity, since there is some room for interpretation at these levels, but you need to be influential and a bit aggressive to claim your space.

CBOs are registered differently than INGOs. On paper, 20.000 non-profits, but in reality about 8000 active. And even fewer are effective. Organisations are working in silos and are not too willing to share info, leading to a lot of duplication. PBO can thus be a way to clean up also.

**KCDF are part of a moving to come up with a civil society initiative to clean up among themselves – VIWANGO – something similar to IATI.**

### **Visit to Living Positive Kenya**

Working with HIV-positive women, building their capacity to do small businesses + recovery programme. They have been a CTGA-participant, and a Pamoja4Change-partner for 4 years. This has enabled them to build a school in the community (a slum area in Western Nairobi), so the mothers (women) can participate in the program. They also constructed simple housing/accommodation to offer to the women.. They still have funding from outside (mainly US citizens who have visited the place and volunteered), but they are increasing their local funding.

The current tactics for Living Positive to generate own funds, are dinners at high-end restaurants, approaching churches and also organizing dinners for them. They farm chicken and vegetables where in particular the chicken are sold at a profit. They organize tours at nature park, Masai Mara, through an agency they are well connected with. They host volunteers and charge them for accommodation, and guide them into their gift shop where they sell various productions that the women make – carpets, clothes, touristy stuff.

They also fundraise through facebook, through a PayPal account, and have a fairly good working strategy to make this work. Their audience/contributors is both national and international, and includes the volunteers’ home countries/communities.

### Notable challenges:

- When the economy is bad in Kenya, it is felt
- Understanding the market and fitting in
  - o Eg. cake – everyone can bake, but that means that the market changes, products are developing constantly. Innovation and developing is constantly needed
- Keeping the contacts, eg. the church
- Identifying the platforms
- Staff turnover
- Paradigm shift – HIV no longer a priority
- Identify new partnerships when also the markets of corporates change (eg. Safari company),

### *Changes detected as result of the course, and good lessons learned*

- Director reported: better manager, opened her mind
- That the productions the women make, make money, makes the people feel part of it, part of the bigger effort.
- The change of staff, they now more easily take over and champion, organize events, etc.
- Remember to let people contribute with what they can, without over-burdening them with requests
- Important to tell people what is being done with their money
- Local fundraising is continuous – donors give you money and run away.
- Co-financing: you feel more like a partner. In comparison, international partners sends you money and come once a year, you don't get to know them.
- With KCDF, you move together – you have more stake in it, hence it is easier. You see how you have moved together, rather than just trying to meet expectations.
  - o “here is a donor who will give a little, and tomorrow also will be there”
  - o “it is a partnership and there is interaction, you know them better
  - o In relation to a Canadian partner, it is easier: they give 100%, make annual visits and you show how money was used → you fulfil expectations, but there is not much learning.
- LF-course was an eye-opener, and they realized that also Mobilising Support was necessary as a result
- Eye-opener:
  - o proud to ask for money
  - o The need to be accountable to those who give – give back
  - o Giving confidence – lots of things that local community can give: information, money, in kind
  - o Approach with a specific agenda
  - o Brought everybody from the office together
- Challenge: The money for courses is high

## Cerebral Palsy Society of Kenya

### Basics

- Registered in 1996 by parents of disabled children (CP) – mobilized by a neuroscientist. Can be compared to “patientforening” with clinics.
- Purpose: Create awareness; care for the children (clinics/centres); Address the plight of the children’s needs; Advocate for their rights.
- Membership-based + 100 shillings for ownership and commitment
- Participated in both Local Fundraising (2017) and Mobilising Support

#### Fundraising before courses

- Donation of flowers – to sell on Valentine
- Dinners – annual event
- Charity Walk
- Awareness raising on TV

KCDF came in when they were looking for more fundraising training.

- Mobilising support has worked well – given the opportunity to be better at starting a new branch in a county in Rift Valley.
- And working towards a county-legislation that will allocate a percentage of the health budget (10-20% to disabled – in order to develop a model for other counties.
- Collaboration with other organisations for disabled
- Local Fundraising takeaways - course participant Joy (PR and fundraising) main
  - o Boost to fundraising
  - o Use the 25 year celebration
  - o Small merchandize
  - o Raised amount from 2017-2018: 3.6 m Shil. To 4 m Shilling. Target is 15 m so they can buy some land for a new clinic.
  - o Company donations
  - o Church donations
  - o Donors who just give
  - o Donors who give in-kind – used clothes they can sell, DJs for events
- Mobilising Support takeaways - course participant Solomon (social worker, church fundraising)
  - o Mobilizing key stakeholders, beneficiaries, private sector, hospital, government, local government, INGOs
  - o Medical camp on CP day – a large number of cases turned up. CPSK ensured that the stakeholders took up the issue and (locally) owned up. Hospital (and country gov’t) realized that the problem was overwhelming.
  - o Devising a strategy – identify the key issue and how to communicate the problem. “we used to just go as an organization and tell our story
    - Important to coordinate between other actors – they key to success at county level was to work as a consortium.
  - o Hopefully their efforts will lead to budget allocations to disabilities, and potentially a national guideline on CP.

Organisational Development – what changes were needed?

- Parents became members – once the parents own, we have a starting role
- Important that the board took lead and became active in fundraising
- Didn't know that they were supposed to work with national council and government – better identification of which stakeholders to work with.
- Lasting change is to involve the community the community → sustainability. And a piece of legislation.
- Nationally there are CP support groups – perhaps they will look to develop an umbrella organization.

### Challenges

- Lack of specialized therapists in the country
- Difficult to get into CSR support. Companies shift focus, falls out of the loop.
- Donations are unstable
- How to approach the bureaucracy
- 65% fundraising, rest grant.
- Making the elevator pitch – making it personal and making it natural
- Rented premise – risky to construct more – no option of expansion

### Activities at the centre

- Daytime therapy for children – 350 children, 100-200 come each week
- Home therapy to approx. 75 children
- Education – to accommodate their different levels and some to integrate into society
- Family counseling
- Starting up with livelihood programmes for mothers – basic skills for making a living.

### VICOCAP

- Meeting with Programme Director and Chair person.
- Consortium with 5 org. working in Kibera: Environment, education, livelihood (economic empowerment)
- Targeting around 300 people, vulnerable women creating income generating, and helping orphans with school fees.
- Jackson has participated in Mobilising Support

### Local fundraising

- Have managed to raise 20% themselves with an 80% contribution from KCDF to their activities over 1,5 years, normal is -. 50/50, but perhaps the context of Kibera is relevant here.
- Have raised 2,7 m KShil over the past years
- Training learnings
  - o Mindset change – away from thinking that NGOs just give money
  - o Tapping into national fund (from gov't) for youth and women → built their capacity to access these funds.
  - o Encouragement of savings and pooling of money
  - o Encouragement of care givers to contribute to children's school (prioritize)

- People can give a little by little
- Showing transparency – held an open day for feedback, opened for community to ask more what the money was used for.
- Make friends of VICOCAP, non-membership based, but supporters
- Approach is bottom-up – people identify a problem and contribute to solving it.
- Events
  - Breakfast meetings
  - Harambe (fundraising) for the orphans
  - Luncheon to support women – later on, a change in strategy to provide earlier notice in order for people to prepare (save up) to give.
  - Online fundraising – in 2018 they raised almost 1 m Kshil. – this in turn developed a new group of stakeholders.
  - Future events: arrange an educational walk in the slum to raise money
  - Sell t-shirts to be known
  - Partner with local media, radio, etc. to advertise events – they give airtime as a contribution.
- Why have they succeeded?
  - Always keeping the orphans in the focus
  - Feedback – this is how much we made, this is what we will spend
  - 2017 was also when politicians were in elections and they were giving
  - Building of a constituency: bringing religious institutions together, networks, other organisations that together reached out to government to access a development fund that could build a dispensary.
  - Pooling of funds from the 5 organisations in the consortium for joint implementation – looking to find money for firefighters (have bought an ambulance previously)
- Challenges/good learnings
  - You can't ask for money after festive seasons
  - Corporates – hard to penetrate
  - Big corporates have their own changing priorities
  - However success with the local bank who donated water, and gave financial training of women (in kind).
  - Negative attitude from community to donate – still used to NGOs
    - But communities are embracing the approach they use after KCDF courses
  - Women are more generous than men
  - “Africans are really philanthropic, if they understand they cause, they will support” (accountability is key)– if there is a wedding, people are used to contribute.
  - 62% raised locally in 2018 – target is 70%.

### Follow-up to visits with KCDF

- Raising funds have been easier to for organisations compared to mobilizing support
- Ways forwards:
  - Training of more trainers (to keep costs down)
  - Reaching out to bigger NGOs and doing reduced training package at consultancy rates

- Continuing WhatsApp group with trainers and participants
- Integrating trainings into project proposals instead of only stand-alone training
- KCDF can also train TOT now

## Planning of ICSW

Zoom-conference to make agreements on content and planning for ICSW presentation and workshop. Key areas were discussed:

- Capacity – civil society has a dependency syndrome
- Enabling environment supporting philanthropy and local resource mobilization
  - How can the government provide the legal environment that supports local giving
- Connecting to social justice and human rights
- Civil society's connection/relation to those who give
  - What are you as NGOs/CSOs giving back (accountability)
  - What added value do you provide?
  - Downward accountability
  - How do we build these relationships?
  - Look at ethics of what you are doing
- Innovation as we go forward

[See final products](#) and [workshop outline](#)

## Concrete suggestions for work ahead

1. Work closely with Change the Game Academy partners to become a partner as such in the programme.
  - a. This can be concretized through co-developing a new course: Organisational Development
  - b. Become accredited as a provider/trainer under the Change the Game Academy.
  - c. Promote to CISU members and their partners to participate in the courses, to nudge their thinking to include local resource mobilization as a sustainability and accountability strategic development.
2. Continue the planning of the ICSW event to develop further insights on how to broaden the support to the paradigm shift in terms of funding.
3. Add organizations met to CISU world map.
4. In relation to general South-group work:
  - a. What can we do to best make this topic relevant for our members and that we add value to their work?
    - i. If a course is developed (in unison with Change the Game Academy content, place emphasis on partnership, power relations/ownership.
    - ii. Include elements from Mobilising Support in our advocacy course?
  - b. Tema-møde, or do wait until after ICSW?

## Terms of references

The objective for this thematic visit is to gather more information on the potential, successes and challenges with local resource mobilisation. Furthermore, the objective is to prepare for the event at ISCW that CISU is co-hosting with KCDF and WACSI.

## Outputs

The visit will lead to the following outputs:

- Travel report with observations, learnings and conclusions on the CtGA approach from the field and whether there is a potential that CISU member organisations can tap into with their partners.
- Preliminary plan/outline for event at ISCW

## Plan of work

The visit will be based on the following main methods and activities:

- Visit KCDF to learn more about their role as a facilitator in building the capacity of local organisations to diverse investments and become self-sustainable. Furthermore to discuss collaboration at ISCW and beyond.
- Visit various local organisations that have participated in the CtGA process. The range of organisations will vary in terms of:
  - o Type of organisations
  - o Scale of project portfolio
  - o Resources mobilised or needed to mobilise
  - o Period of engagement
- ~~- Visiting a ToT to discuss reflections with trainers~~ This pre-arranged meeting for KCDF TOTs had been re-arranged for a later date upon our arrival; hence it did not take place.