
Report

January 2019

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Mid-term Evaluation of the Change the Game Academy Programme 2016-2018 Synthesis Report

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Abbreviations

ABF	Association Burkinabe de Fundraising
AfC	Action for Children
CBO	Community-based organisation
CEA	Civic Engagement Alliance
CSO	Civil society organisation
CSR	Corporate social responsibility
DEC	Development Expertise Centre
KCDF	Kenya Community Development Foundation
LFR	Local fundraising
NGO	Non-governmental organisation
M&E	Monitoring and evaluation
MS	Mobilising support
MTE	Mid-term Evaluation
SHG	Self-help group
TOT	Training of trainers

Acknowledgments

The evaluation team would like to thank Esther Meester, Nienke Nuijens and Robert Wiggers from Wilde Ganzen for their openness and responsiveness during the Mid-term Evaluation. We would like to thank the national partners: ABF (Burkina Faso), DEC (Ethiopia), KCDF (Kenya), ICCO and Smile Foundation (India) and trained organisations for their engagement and input to the process. Particular thanks go to the national consultants for their impressive work in producing the country studies: Habtamu Tezera, Grace Consultants (Ethiopia); Kaustuv Bandyopadhyay and Pritisha Borah (PRIA, India); Nakelintouba W.A Nikiema (Burkina Faso); and William Ogara and Beryl Okumu (Kenya) and to Dan James for his analysis of the Change the Game Academy monitoring data.

Executive Summary

This report presents the findings of a Mid-term Evaluation (MTE) of the Change the Game Academy (CtGA) programme (2016-2018), commissioned by Wilde Ganzen and undertaken by INTRAC between October 2018 to January 2019.

The CtGA aims to empower self-help groups (SHGs), community-based organisations (CBOs) and non-governmental organisations (NGOs) all over the world, but especially in low- and middle-income countries, to learn to raise funds locally (through courses on Local Fundraising) and to mobilise other kinds of support (through courses on Mobilising Support, which relate to lobbying and advocacy).

The aims of the MTE were:

1. To provide an objective assessment of the support of CtGA to CBOs, SHGs and NGOs: to what extent does the Academy contribute to an increase in the capacity to raise funds locally or engage in lobbying and advocacy? What is the CtGA's relevance, effectiveness, efficiency and sustainability?
2. To provide insight and learning into success factors and barriers, as well as lessons learned and recommendations for the rest of the implementation period.

The MTE involved country studies in Burkina Faso, Ethiopia, India and Kenya, as well as a review of monitoring data (pre- and post-training assessments) collected from trained participants.

Findings

In light of discussions over an earlier Action for Children programme (2007-2015), Wilde Ganzen has focused on implementing an improved training/capacity building programme. CtGA uses a blended-learning approach: a combination of online and classroom learning, working with national partners in a range of focus countries.

The move to a formalised and structured capacity building programme divided into two areas (Local Fundraising and Mobilising Support) has been a major step towards engaging an increasing number of civil society organisations (CSOs) in their own resource mobilisation on the one hand, and helping them to engage with local authorities on the other.

Evidence from the MTE demonstrates that CtGA's courses have been well received by participants and cover the ground efficiently. The courses have helped participants and their organisations in several ways, including:

- Improved understanding of the basic issues around Local Fundraising and Mobilising Support, and some of the techniques required to operationalise them.
- Increased confidence and as such a greater ability to 'sell' their organisation and its work.
- Building the credibility, image and legitimacy of CSOs to the general public and local authorities.

The choice of national partners, most of which already have a track record in local fundraising and/or mobilising support, has a great deal to do with the success of the programme, enabling its roll out in different contexts and with different types of groups.

However, despite the overall positive reaction to the courses there are some areas for improvement. These include:

- Adaptation to context. The MTE found lower use of online modules in Burkina Faso, Ethiopia and India. This is due to poor internet connections, as well as language and levels of computer literacy, particularly for community-level voluntary workers. In response, the national partners are adapting their training schema to their own context and budget. Wilde Ganzen should continue to encourage national partners to adapt the materials, providing backstopping when needed.
- The country studies also highlight some concerns around the language of the materials and the quality of translation, including lack of translation to Moore in Burkina Faso and the need to revise translations to Amharic and Oromiffa in Ethiopia.
- The need for more follow-up/review training sessions to compensate for the departure of trainees from organisations, and sustain/scale up the benefits.
- Appropriateness of the courses for all attendees (including those trained under the Civic Engagement Alliance vs. those outside). This is linked to the fact that the CtGA covers a range of participants, from professional paid staff through to voluntary community members, some of which have basic levels of education and different needs.

Recommendations

1. The CtGA programme **should continue**. The MTE recommends that Wilde Ganzen review the difference between the original CtGA design and what is happening in practice to ensure that quality remains high. The MTE findings indicate that some of the adaptations to context and budget may be undermining the effectiveness in certain contexts. This is leading us to the recommendations below on depth and follow-up.
2. Wilde Ganzen, ICCO and national partners should discuss whether the CtGA should expand to a larger number of organisations (**breadth**), or whether to ensure more follow-up and consolidation of work with groups already in receipt of training (**depth**). The MTE findings indicate that depth may be more appropriate at this stage.
3. Consider a programme of **refresher/follow-up** courses and mentoring for trainees.
4. Provide alternative ways to share materials that are currently available online, such as CDs and **hard copies**, to help reinforce the learning from the face-to-face training.
5. To address the low level of **monitoring** within the local partner organisations, we suggest that these organisations receive further training in record keeping, monitoring activities and financial flows. This could be delivered through CtGA or other training providers.
6. Some of the CBOs and smaller local NGOs require more general **organisational development** to complement and strengthen the impact of the existing programme of support. Again, this could be delivered either through CtGA or other providers.
7. Review the **sequencing** of the Local Fundraising and Mobilising Support courses to ensure that CtGA starts with the course that is most relevant to participants in that context.
8. Encourage **peer-to-peer** learning amongst graduates of the CtGA programme. This could be facilitated through electronic means and use of phones, and elsewhere through face-to face meetings (resources and logistics permitting).

1. Introduction

This report presents the findings of a Mid-term Evaluation of the Change the Game Academy programme (2016-2018), commissioned by Wilde Ganzen and undertaken by INTRAC between October 2018 to January 2019. Readers are encouraged to review the full country studies, attached separately, alongside this report.

1.1 About the Change the Game Academy

The Change the Game Academy (CtGA)¹ aims to empower self-help groups (SHGs), community-based organisations (CBOs) and non-governmental organisations (NGOs) all over the world, but especially in low- and middle-income countries, to learn to raise funds locally (through courses on Local Fundraising, LFR) and to mobilise other kinds of support (through courses on Mobilising Support, MS, which relate to lobbying and advocacy).

The present rules of the ‘development game’ need to be fundamentally changed. Many CBOs and NGOs in the global South largely depend on foreign funding. CtGA aims to channel the responsibility to alleviate poverty to where it ultimately belongs: the countries themselves (see CtGA Theory of Change in Annex 1).

CtGA builds on Wilde Ganzen’s Action for Children (AfC) programme, funded by the Dutch government from 2007 to 2015. In Brazil, India, Kenya and South Africa, AfC successfully trained over 900 SHGs, CBOs and NGOs to raise funds in their country for their own projects. Based on the conclusions of an intensive evaluation,² Wilde Ganzen and its partners KCDF (Kenya), CESE (Brazil) and Smile Foundation (India) decided to make the materials available worldwide by developing free online courses, and to add courses on mobilising support. The Action for Children matching grant scheme still runs in India and Brazil (which will run independent of Wilde Ganzen in 2021) and Kenya (independent of Wilde Ganzen in 2027).

Change the Game Academy uses a blended-learning approach: a combination of online and classroom learning. However, the online learning can also be done without taking a classroom course.

At the time the MTE was commissioned, the classroom courses in Local Fundraising and Mobilising Support were available in eight countries through a cooperation of Wilde Ganzen with Southern NGOs (‘national partners’).³ These national partners take full ownership of the CtGA programme in their respective countries.

Wilde Ganzen is a member of the Civic Engagement Alliance (CEA), a joint program of seven Dutch NGOs together (and ICCO as the lead organisation) with their Southern partners, funded by the Dutch Ministry of Foreign Affairs.⁴ As part of this Strategic Partnership, NGOs, CBOs and SHGs in eight countries (four of which are also Wilde Ganzen/national partner countries) had been trained

¹ <https://www.changethegameacademy.org/>

² Pratt, B. 2014. Overview Report: Mid-term Evaluation of the Action for Children Programme. Oxford: INTRAC; Wiggers, R. 2016. Action for Children: a model for stimulating local fundraising in low- and middle-income countries. *Development in Practice*, 26(5): 619-628.

³ Smile Foundation in India, KCDF in Kenya, CESE in Brazil, the Foundation for Civil Society in Tanzania, the Uganda National NGO Forum in Uganda, DEC in Ethiopia, ABF in Burkina Faso and WACSI in Ghana.

⁴ <https://www.icco-cooperation.org/en/Civic-Engagement-Alliance>

through the CtGA methodology (Table 1). In addition, Wilde Ganzen organised a separate CtGA training on Local Fundraising for partner organisations of Light for the World in Bolivia.

Wilde Ganzen plans to roll out the CtGA further during the remainder of the programme. In Sri Lanka, Cambodia, and Nepal, Training of Trainers (ToT) have taken place and courses will start in 2019. Wilde Ganzen also plans to initiate ToT and courses in South Africa in 2019.

Table 1: Implementation countries at time of MTE (through cooperation between Wilde Ganzen and national partners and/or within the CEA programme)

	Country	Wilde Ganzen and national partners	Within CEA programme	Other
1.	Bangladesh		✓	
2.	Benin		✓	
3.	Bolivia			Organised for partner organisations of Light for the World
4.	Brazil	✓		
5.	Burkina Faso	✓		
6.	Ethiopia	✓	✓	
7.	Ghana	✓		
8.	Guatemala		✓	
9.	India	✓	✓	
10.	Kenya	✓	✓	
11.	Mali		✓	
12.	Tanzania	✓		
13.	Uganda	✓	✓	

When Wilde Ganzen commissioned the MTE, almost 600 organizations had been trained: around 415 on Mobilising Support and the others on Local Fundraising.⁵ The number of trained organisations for Mobilising Support is considerably higher than those trained on Local Fundraising because in the CEA the focus is on Mobilising Support.

⁵ Mid-term Evaluation of the Change the Game Academy Programme 2016-2018 Terms of Reference.

1.2 Mid-term Evaluation purpose and approach

Purpose

The purpose of the Mid-term Evaluation (MTE) is to enable Wilde Ganzen and national partners to reflect on the progress of the CtGA to date, and identify any adjustments or changes to the programme. Wilde Ganzen will also use the report in its reporting to the Ministry of Foreign Affairs and other potential co-funders.

The aims of the MTE are:

1. To provide an objective assessment of the support of CtGA to CBOs, SHGs and NGOs: to what extent does the Academy contribute to an increase in the capacity to raise funds locally or engage in lobbying and advocacy? What is the CtGA's relevance, effectiveness, efficiency and sustainability?
2. To provide insight and learning into success factors and barriers, as well as lessons learned and recommendations for the rest of the implementation period.

Methodology

The evaluation is structured around key questions (Table 2).

Table 2: Key evaluation questions

Relevance	<ul style="list-style-type: none">- For Local Fundraising: to what extent is CtGA relevant for capacity building towards local fundraising in India, Kenya, Ethiopia and Burkina Faso, considering the political, social and cultural contexts? To what extent can trained organizations tap into local giving cultures?- For Mobilising Support: to what extent is CtGA relevant for capacity building towards mobilising support in India, Kenya, Ethiopia and Burkina Faso, considering the political, social and cultural contexts?- To what extent does CtGA address the challenges CSOs face in India, Kenya, Ethiopia and Burkina Faso, with special attention for civic space?
Effectiveness	<ul style="list-style-type: none">- What strategies do the national partners use to implement the e-learning and blended learning in India, Kenya, Ethiopia and Burkina Faso?- To what extent does a combination with a matched funding model (Kenya, India) influence the results of Change the Game Academy and/or provides opportunities to maximize the results?- To what extent is the current implementation methodology successful? (specify for the various modules in use)- To what extent are the CtGA trainings suitable for CBOs and/or NGOs?- What type of results have been achieved by the trained CBOs/NGOs as a result of the CtGA trainings and coaching?
Efficiency	<ul style="list-style-type: none">- To what extent does the programme offer an efficient, cost effective approach to enhance local fundraising and mobilising support? Are there any distinctions between the different CSO groups trained: those in the CEA, partners of Wilde Ganzen, and other CSOs?- To what extent do the national partners make use of the CtGA programme for other programmes they implement in India, Kenya, Ethiopia and Burkina Faso? To

	<p>what extent are there possibilities and opportunities to integrate CtGA with other models or programmes?</p> <ul style="list-style-type: none"> - To what extent does Wilde Ganzen provide adequate support and facilitate capacity development of the national partners in Kenya, Ethiopia, India and Burkina Faso?
Outcomes	<ul style="list-style-type: none"> - To what extent is the objective, to increase local fundraising and support mobilisation by trained CBOs, attained? - To what extent has participation in CtGA training(s) changed the position of participating CSOs in their respective societies and their interaction with stakeholders such as local authorities and their constituencies? - To what extent is the way that CtGA is implemented (for example a combination with the matched funding scheme of Action for Children) influencing the results of the programme positively? - To what extent are there wider effects/ side benefits (positive and negative) of the training and coaching in the CtGA?
Sustainability	<ul style="list-style-type: none"> - To what extent does the probability exist that CtGA will continue after all Wilde Ganzen partners are trained in respective countries?
M&E	<ul style="list-style-type: none"> - Is the current data management system through SurveyMonkey well equipped to gather further data on the realisation of the objective?

The UK-level methodology involved:

1. A review of key documents (Annex 2).
2. The development of an evaluation framework (Annex 3).
3. A review of monitoring data (pre- and post-training assessments) collected by Wilde Ganzen from CtGA participants at set intervals (baseline, 9, 18 and 30 months after the training) in the 13 countries where Local Fundraising and Mobilising Support courses had taken place.⁶ Data were disaggregated for the four MTE focus countries (India, Burkina Faso, Ethiopia and Kenya). INTRAC used this analysis to inform criteria for sampling organisations to participate in fieldwork in four countries. The detailed analysis of monitoring data is available in Annex 4.
4. Convening a webinar with national consultants to discuss emerging findings.

Four countries were selected where implementation was underway at the time of the MTE: India, Burkina Faso, Ethiopia and Kenya. These countries were chosen by Wilde Ganzen based on the length of time CtGA has been running there (with India and Kenya being long-term partners of Wilde Ganzen and involved in the earlier Action for Children programme, and Burkina Faso and Ethiopia as more recent partners). Other criteria included the large number of SHGs trained (Ethiopia), their middle-income country status (Kenya and India), and the approach taken by the national partner in a low-income country (Burkina Faso).

In country, national consultants gathered qualitative primary data against the evaluation framework from a sample of CBOs, SHGs and NGOs that have participated in the CtGA programme (Table 3). They did this through interviews with key staff of the national partner;

⁶ Because the training batches are staggered, at the baseline only a quarter had reached the 9-month follow-up and a handful the 18-month follow-up.

individual telephone and/or face-to-face interviews with trainees; and focus group discussions with trained organisations. The full methodologies used are available in the country-level reports (Annex 5).

Table 3: Number of trained organisations

Country	Total number of trained organisations at time MTE was commissioned (source: MTE Terms of Reference)	Number of trained organisations interviewed in MTE research
Burkina Faso	15	14
Ethiopia	99	12 (includes Cluster Level Associations, SHGs and farmers' group leaders)
India	120	16
Kenya	108	16

The national consultants also assessed the overall context in which CSOs are working in their countries in terms of operating space and any major recent changes in the legal or political landscape, and how these may have affected CSOs. With a view to informing a linked research study,⁷ INTRAC (UK) asked the teams whether the move to help organisations relate better to the general public through fundraising, and to government/local authorities through mobilising support, have helped or hindered CSO-state relationships.

Limitations

The limitations of the MTE were:

- The focus of the MTE was at the level of organisations. There were limited opportunities to engage with wider stakeholders, including local funders and local authorities.
- The methodology originally proposed telephone interviews at country level. However, in Burkina Faso and Ethiopia, limited internet and telephone coverage meant that this was challenging. To overcome this, consultants conducted more face-to-face interviews.
- In Burkina Faso, the Mobilising Support training began in August 2018. The MTE country study therefore does not cover this training in depth.
- This is a Mid-term Evaluation and it is barely 18 months since the first group of CtGA trainees completed a full training and coaching cycle. It is therefore unrealistic to expect a great deal of impact at this stage. Furthermore, many of the Local Fundraising and Mobilising Support trainings are still in progress, with courses held at different times and places. As such, the status of whether a follow-up monitoring survey is required varies and the monitoring system is not representative of all participating organisations. Of the four focus countries for the MTE, we have follow-up data for India and Kenya only.

⁷ Wilde Ganzen has commissioned INTRAC to undertake a scoping study between January to March 2019 on the relationship between domestic resource mobilisation and civic space.

2. Key findings

This section presents the key findings of the MTE. In the spirit of learning and amending the programme before the end of implementation, the report also makes suggestions for Wilde Ganzen and national partners to consider.

When reviewing the findings it is important to note that in each country the profile of CSOs that the CtGA is reaching differs, including in size and outreach (local community level through to national coverage). Furthermore, Smile Foundation (India) and KCDF (Kenya) have engaged in Wilde Ganzen's programmes including AfC for several years, while DEC (Ethiopia) and ABF (Burkina Faso) are relatively new partners in comparison. There are some indications that organisations are better able to mobilise and fundraise locally in India and Kenya than Ethiopia and Burkina Faso. There are a number of possible reasons for this, including a longer history of local philanthropy in the first two countries and a greater pressure to raise more funds locally in response to a reduction in external funding due to their middle-income status.

As noted above, as this is a Mid-term Evaluation and much of the training and follow-on work is still ongoing, we should not expect too much dramatic change. The evaluators therefore looked for perceptions of change and progress in the right direction, rather than trying to validate these with other methods such as audits of trained organisations' income sources. Overall, we found that there was a positive move in the right direction in the majority of areas.

2.1 Relevance

Evaluation questions

- To what extent is CtGA relevant for capacity building towards local fundraising and mobilising support in India, Kenya, Ethiopia and Burkina Faso, considering the political, social and cultural contexts? To what extent can trained organizations tap into local giving cultures in India, Kenya, Ethiopia and Burkina Faso?
- To what extent does CtGA address the challenges CSOs face in India, Kenya, Ethiopia and Burkina Faso, with special attention for civic space?

Findings

Overall, the Mid-term Evaluation finds that CtGA is relevant for capacity building towards local fundraising and mobilising support in India, Burkina Faso, Ethiopia, and Kenya, considering the political, social and cultural contexts. Working with local government is probably the most realistic way of achieving a bottom-up change in government policies and in maintaining civic space.

Context and civic space

There have been many changes over the past decade affecting developing countries. One of these is the move away from being classified as least developed to being seen as a middle-income country. By achieving middle-income status, many developing countries have witnessed a significant reduction in foreign aid by both official and private international donors.

Foreign funding to CSOs has been a mixed blessing. It has enabled many groups to flourish and develop important social services and programmes (including those focused on social action), often in contexts of extreme poverty and sometimes in environments where political democracy

has been weak or absent, with the state characterised by rent seeking and corruption. However, the dominance of foreign funding has made many parts of civil society dependent upon foreign financial sources and policies (as some of the baseline monitoring data for this study illustrates)⁸ and conversely weakly engaged with key sectors of their own societies.⁹

As countries enter middle-income status this is often accompanied by the growth of a local middle class, which is accustomed to either assuming social services are already provided by ‘rich, foreign-funded local NGOs’ or they are not engaged in the issues in their own societies because they have not been the target of local campaigning. Therefore, any attempt to build a local constituency, whether for resource mobilisation or social action, has to be a positive move in terms of the sustainability of CSOs as well as ensuring they are genuinely embedded in their own society.

The middle-income status of Kenya and India makes the reduction of foreign funds more marked and the basis for new forms of local action yet more important. It is interesting that the Burkina Faso country report also notes a reduction of foreign funding and acknowledges the relevance of the programme in being initiated at a time when most partner organisations were facing a shortage of foreign aid. In Ethiopia, the situation is slightly different due to the tighter controls on civil society by recent governments. However, the Ethiopia country report does conclude that the CtGA training will be even more relevant once the draft CSO law (the Charities and Societies Proclamation) is introduced. Parliament is expected to approve this in the coming weeks, which would give CSOs more space to participate in lobbying and advocacy activities.

2.2 Effectiveness

Evaluation questions

- What type of results have been achieved by the trained CBOs/NGOs as a result of the CtGA trainings and coaching?
- What strategies do national partners use to implement the e-learning and blended learning?
- To what extent is the current implementation methodology successful?
- To what extent are the CtGA trainings suitable for CBOs and/or NGOs?

Findings

In light of discussions over the earlier Action for Children (AfC) programme (2007-2015),¹⁰ Wilde Ganzen has focused on trying to ensure an improved training/capacity building programme. When the CtGA was conceived, it was based almost entirely on the development of online resources on an open-access basis. The current programme has since moved to work with national partners in a range of focus countries to deliver classroom courses. These include three of four original AfC countries (Brazil, India and Kenya) and five new countries (Burkina Faso, Ethiopia, Ghana, Tanzania and Uganda). Under the CEA programme, trainings have also been organised in Bangladesh, Mali, Benin, and Guatemala, as well as India, Ethiopia Uganda and Kenya.

⁸ Analysis of the CtGA monitoring data shows that at baseline, while many organisations reported they used local donors, their contribution to the organisations’ income was lower than that of foreign sources (Annex 4).

⁹ Hayman, R. and Pratt, B., eds. 2016. Civil society sustainability: facing up to new challenges in organisational legitimacy, credibility, and viability (Special Issue). *Development in Practice*, 26(5).

¹⁰ Pratt, B. 2014. Overview Report: Mid-term Evaluation of the Action for Children Programme. Oxford: INTRAC.

Selecting competent national partners, most of which already have a track record in this type of work, has enabled the training to be rolled out in different contexts and with different types of groups in the four countries reviewed. The move to a more formalised and structured capacity building programme divided into two areas (Local Fundraising and Mobilising Support) has been a major step towards engaging an increasing number of CSOs in their own resource mobilisation on the one hand, and helping them to engage with local authorities on the other.

Results achieved

Findings from the MTE suggest that both the Local Fundraising and Mobilising Support courses have helped participants and their organisations in several ways, including:

- a. Improved understanding of the basic issues around Local Fundraising and Mobilising Support, and some of the techniques required to operationalise them. For Local Fundraising, analysis of the follow-up monitoring data for India, Kenya and Brazil – the countries where follow-up data are available – shows that overall, participants were more positive about their own and their organisations' capacity after the training than before, including having knowledge of appropriate funding techniques and using appropriate tools. However, two areas that were weak at baseline remain weak: having a plan approved by the board and a database of donors. Both of these require considerable time investment beyond the training and therefore may not have been actioned.
- b. Increased confidence and as such a greater ability to 'sell' their organisation and its work. For Mobilising Support, comparison between baseline and follow-up monitoring data¹¹ shows participants' perceptions of their own ability to mobilise support have improved across all areas (from 'I am able to tell local government about the importance of our work' to 'I have the relevant skills and expertise for lobby and advocacy activities').¹²
- c. A reported increase in the monitoring data and country reports in funds coming from within participants' own countries as opposed to foreign funds.¹³ The figures may be modest in some cases but they mark a change in organisational culture of both the participating agencies and also those giving.
- d. The country studies also give a range of examples where local action is resulting in positive changes for members of the self-help groups and farmers' groups. For example, in Ethiopia, communities are using their voice to influence decision makers to build and maintain roads, bridges, and other infrastructure. In Burkina Faso, partner organisations report being able to obtain land from local authorities to construct their headquarters. In doing this, participants of the CtGA would appear to be building the credibility, image and legitimacy of CSOs to the general populace and specifically local authorities.

Implementation strategies and adaptation of the trainings

Overall, participants reported that the courses meet their needs and cover the ground efficiently. The modular system of training is well received in all four countries as it plays to the time participants have available rather than having one long course, it allows for people to consider what they have learnt in-between modules, and in some cases for them to practice what they

¹¹ For Mobilising Support, follow-up data is available for Bangladesh, Benin, Brazil, Ethiopia, Guatemala, India, Kenya and Uganda.

¹² See Annex 4 for full data.

¹³ Analysis of follow-up monitoring data (Annex 4) shows an increase in the proportion of organisations reporting *national* sources as a main source of income between baseline and follow-up (from 12% to 45%). However, this does appear to have come at the expense of both *foreign* and *local* sources.

have learnt or to complete follow-up exercises. However, some consider that the total length of the course is insufficient to really enable participants to gain all the requisite skills (although we acknowledge that the courses are already four months for Local Fundraising to six months for Mobilising Support, which is longer than most programmes).

The MTE did find some delays in participants fully implementing the lessons from the courses (Burkina Faso). This can be explained in part by the need to embed learning within organisations, as well as natural delays in such processes, for example in transforming the organisation through drawing up new strategies that reflect the need for changes in fundraising approaches. The four country studies all emphasise the need for follow-up/refreshers sessions after the training to help ensure that learning is implemented and embedded.

The MTE found that there is low use of online modules in Burkina Faso, Ethiopia and India. This is in part due to poor internet connections, as well as language and levels of computer literacy, particularly for community level voluntary workers.¹⁴ Connectivity problems have meant that in Burkina Faso, ABF has adapted the intermediate remote coaching/mentoring support by converting the remote online coaching phase, which was supposed to last eight weeks, into a one-day face-to-face review of modules. ABF has also adapted by putting in place a local/mini server provided by Wilde Ganzen.

Suitability

The CtGA course attendees range from paid staff of professional NGOs through to organisations working at a very grassroots level and voluntary community members (farmer groups in Ethiopia and women's groups in Assam, India), some of which have basic levels of education and whose needs are quite different from NGOs. Overall, there seems to be a significant difference between trainees identified through the CtGA, Wilde Ganzen and its long-term partners, which tend to be NGOs, and those joining through the CEA programme, which tend to be collections of small voluntary-run CBOs. This raises questions as to how appropriate the course curricula and implementation methods are for the two groups, and whether the same training packages are as suitable for CBOs as for professional NGOs. For example, in India, the nature of Mobilising Support is very different for recipients of ICCO training in rural areas, and those of Smile Foundation training in urban and peri-urban areas. It should be noted however that in Ethiopia, where the courses have almost entirely been aimed at SHGs and CLAs, the training materials have been customised to the level of understanding of their members.

The issue of suitability is also related to sustainability, as it appears that staff in NGOs have more capacity to pass on what they have learnt whilst those in communities may face more barriers due to education levels. In Ethiopia, the culture of skills transference within implementing partner staff is found to be low.

In Burkina Faso, Ethiopia and India, the consultants also shared concerns over the degree to which CtGA materials had been translated into all of the appropriate languages and raised questions as to the quality of translation where it has been undertaken.

¹⁴ The MTE did not explore uptake of the e-learning beyond the four MTE countries. However, Wilde Ganzen shared that they are making efforts to improve low uptake in other countries, including through a marketing campaign on social media. They also acknowledged that low uptake may be related to the fact that, as of yet, participants cannot obtain a diploma for completing the course. This is something Wilde Ganzen would like to address in the future.

Overlap between Local Fundraising and Mobilising Support

There is some overlap between the Local Fundraising and Mobilising Support programmes in terms of content. Both rely on being able to build the confidence of participants to sell their organisation and its demands, whether to obtain a change in local policy and practice or to improve relationships with local people sufficiently to be able to encourage them to finance their work.

The consultants in Burkina Faso, India (Assam) and Kenya did identify some confusion by national partners around what the difference is between resource mobilisation (fundraising) and mobilising support (with mobilisation believed to lead back to fundraising).

The consultants in Burkina Faso and India also recommend the sequencing¹⁵ of the Local Fundraising and Mobilising Support courses is reviewed as there is overlap between the two. CtGA should start with the course that is most relevant to participants in that context. This would also ensure the most efficient delivery by providing skills in the best order.

Box 1: Effectiveness – key considerations

Despite the overall positive reaction to the courses, there are some areas for improvement for Wilde Ganzen and national partners to consider. These include:

Adaptation to context: It will be important for Wilde Ganzen and national partners to constantly review the need for adaptation, both in terms of the national context as well as the nature of the trainees' organisations. This includes terminology (particularly mobilising support as highlighted in the Kenya country report), language of materials, and accessibility (online vs. offline). Where internet connectivity is weak, can alternative methods be used to share training materials for online modules, for example using paper copies or CDs?

Order of the courses: The MTE suggests the need to review suggestions around the sequencing of the Local Fundraising and Mobilising Support courses.

2.3 Efficiency

Evaluation questions

- To what extent does the programme offer an efficient, cost effective approach to enhance local fundraising and mobilising support? Are there any distinctions between the different CSO groups trained: those in the CEA, partners of Wilde Ganzen, and other CSOs?
- To what extent do the national partners make use of the CtGA programme for other programmes they implement? To what extent are there possibilities and opportunities to integrate CtGA with other models or programmes?
- To what extent does Wilde Ganzen provide adequate support and facilitate capacity development of the national partners?

¹⁵ The consultants note that within the CEA programme, Mobilising Support comes before Local Fundraising (with the exception of some women's groups in Assam).

Findings

Cost effectiveness and efficiency

Overall, the programme is cost effective. It is relatively low cost compared to the gains made by local and national groups in terms of both resource mobilisation and mobilising for social action. The four national partners have all sought ways to make the programmes as efficient as possible in light of challenges with the online, blended-learning approach. With the exception of Kenya, face-to-face residential training has been a preferred option. However, in order to make it cost effective much of the training was carried out in quite a short time period, with some optional modules not introduced where they could have been useful (for example in Burkina Faso the module on Effective Documentation may have been appropriate as there is a weaknesses in capacity in reporting and documenting progress). Some modules were delivered in one day only, which is a very short amount of time especially when many new ideas are being introduced.

In Kenya, KCDF is reviewing the training costs to make the courses more accessible. They are decentralising the training to county level and are in the process of identifying venues at a more local level.

Another issue that reduces efficiency is the high turnover of staff in some countries as people seek different jobs, or they view their voluntary work as only part-time. Thus for example in Ethiopia, many people did not complete all of the modules. Instead, other colleagues from their organisations came in half way through to take the place of those who had left their organisation. While it is beyond the scope of the CtGA programme to address staff turnover, this does highlight whether more could be done to institutionalise the training within organisations, for example by repeating courses aimed at new staff.

Use of CtGA in other programmes

The national partners in Burkina Faso, Ethiopia and India (Smile Foundation), are starting to use some of the CtGA approaches within other interventions and, to varying degrees, with their partners who would not otherwise be included in the programme. ICCO/India agreed with ICCO to only deal with its pre-existing partners. During the MTE validation webinar, the national consultants in Kenya shared that the CtGA approach is clear in KCDF's organisational strategy.

Box 2: Efficiency – key considerations

Devolving training: While online training is expected to be cheaper, the evidence from this MTE suggests that it is premature to expect some community-level groups to cope with the online component of a blended-learning course. It may be necessary to consider further devolving training, especially where connectivity is poor or the expense of bringing people together constrains face-to-face training.

2.4 Outcomes

Evaluation questions

- To what extent is the objective to increase local fundraising and support mobilisation by trained CBOs attained?
- To what extent has participation in CtGA training(s) changed the position of participating CSOs in their respective societies and their interaction with stakeholders such as local authorities and their constituencies?
- To what extent is the way that CtGA is implemented (for example a combination with the matched funding scheme of Action for Children) influencing the results of the program positively?
- To what extent are there wider effects/ side benefits (positive and negative) of the training and coaching in the CtGA?

Findings

Increasing local fundraising and mobilising support

At mid-term, the CtGA monitoring data and country studies in Burkina Faso, Ethiopia, Kenya and India suggest that the objective of increasing fundraising and mobilising support by trained CBOs is largely attained.

Analysis of the baseline monitoring data for all countries where the CtGA local fundraising course was delivered highlights that CtGA is supporting organisations to raise funds locally and nationally although their fundraising contexts are very different.

At baseline, while many organisations reported that they use local donors, their contribution to the organisations' income was lower than that of foreign donors, and fundraising from national sources was weak. There was interesting variation across the focus countries with Burkina Faso and Ethiopia particularly weak on local fundraising, and India particularly strong. In terms of changes in capacity since participating in CtGA, almost all participants responding at follow-up¹⁶ perceive an increase in their ability to raise funds overall. Nearly all organisations reported an improvement in their ability to fundraise from local sources. With regards to changes in actual funding, there has been an increase in the proportion of organisations reporting national sources as a main source of funding between baseline and follow-up. However, this does appear to have come at the expense of both foreign and local sources. Although not verified through the Mid-term Evaluation, this may be a result of participants interpreting 'local' and 'national' differently at the start of their training trajectory and afterwards.

For mobilising support, comparison between baseline and follow-up¹⁷ show participants' perceptions of *their own* ability to mobilise support have improved across all areas. Areas previously identified as weaker (e.g. more formal advocacy tools and planning) are perceived to be nearly at the same level as areas previously perceived to be strong (e.g. ability to relate to stakeholders). Similarly, with regard to their *organisations'* ability to mobilise support there are perceived improvements in most areas, albeit to a smaller scale. Areas previously identified as weak have improved: particularly that 'media know organisations work well' and 'advocacy plans are reviewed and changed when necessary'. However, there are some areas where change is

¹⁶ These responses represent 61 organisations from Brazil, Kenya and India that could be matched to baseline data.

¹⁷ The mobilising support analysis is based on 71 organisations that could be matched to baseline data (Annex 4).

perceived as negative. These include that 'local governments trust our work' and 'we have evidence that lobby/advocacy issue is an important problem'. Possible reasons for this include changes in the external environment and, as is quite common when assessing capacity building, participants' greater awareness of weaknesses in these areas since completing the training (i.e. they review their evidence-base in a new light following the training).

The position of CSOs in society and interaction with stakeholders

In all four MTE countries, the consultants found that despite some minor negative trends illustrated in the monitoring data, there are improvements in the relationship between CSOs and local government/local authorities, both around resources but also the credibility and legitimacy of such groups, and in turn the ability to obtain services and dialogue with authorities. In Ethiopia, relationships at a local level have improved and at the time of the MTE, the draft CSO law was expected to be approved, which would mark a major change in civil society policy nationally. The CtGA programme makes an important contribution to the improved relationships between CSOs and local government/authorities and the benefits that have followed.

There is less impact at national government level, with the exception of Kenya where KCDF has a strong national profile and to some extent in Burkina Faso where there is some improvement as the National Development Plan¹⁸ puts emphasis on local resource mobilisation. It is important to note the complexity of rules in India, where regulation around tax and foreign donations is perceived as a way of controlling NGOs, especially when lobbying conflicts with certain political and business interests and the government can define lobbying as against the national interest. There has been a similarly difficult situation in Ethiopia which, as mentioned above, is likely to be reformed in the near future as new policies from government are in the pipeline. These may improve the situation for different forms of CSO and may mean changes in the CtGA programme, with new opportunities in a hitherto restrictive environment. The in-country consultants are not convinced that the CtGA programme could do more to influence national governments in contexts where civic space is most under threat, especially India and Ethiopia. Therefore, there is some strength in the argument that a bottom-up change in attitudes through local engagement is the best way forward in those contexts.

Combination with matched funding model

The higher degrees of local fundraising in India and Kenya illustrated in the baseline monitoring data, may reflect the participation of the national partners in the earlier AfC programme and continued co-funding programmes, which have encouraged local groups to seek support in their own countries, whether nationally or locally.

¹⁸ Burkina Faso Country Plan for Economic and Social Development 2016-2020.

In Burkina Faso, national government has a policy to reduce the dependence on foreign aid and hence welcomes the CtGA programme as a contribution to this national policy. However, there is some debate among MTE consultants as to whether those groups not already funded by Wilde Ganzen or ICCO could be assisted with a 'kick start' fund to help them gear up for a local/national fundraising campaign.

Box 3: Outcomes – key considerations

National/local government: In different contexts and where appropriate, review objectives around influencing national/local government.

Monitoring outcomes: Continue to monitor outcomes in the next phase of the programme and encourage more participants to feed back their experience post-training.

'Kick-start' fund: Consider the feasibility of a 'kick-start' fund to help participants with their local/national fundraising campaign.

2.5 Sustainability

Evaluation question

- To what extent does the probability exist that CtGA will continue after all Wilde Ganzen partners are trained in respective countries?

Findings

The CtGA programme is designed to improve the sustainability of local CSOs at different levels in light of moves away from foreign funding towards local and national sources of support. By emphasising local fundraising and training local people in their rights and capacities to mobilise around their own interests through engaging in dialogue with local authorities, the programme is contributing to improving the sustainability of civil society.

However well designed a single training programme is, it is unlikely to change organisational culture without further follow-up (for example through peer-to-peer learning, refresher courses, repeating courses aimed at new staff, or ensuring that larger organisations can hold their own courses for all staff/volunteers through staff that have gone through a training of trainers course). CtGA does offer a two-week training of trainers (ToT) course, and the emphasis in some programmes (Kenya, Burkina) on ToT and cascading (people passing from one to another the ideas) has to some extent ensured that the ideas and techniques can progress further than just those in receipt of the initial training. However, a greater emphasis on ToT as well as follow up/refresher courses for existing participants that have completed the course would reinforce the current practice of some local partners in trying to encourage trainees to train their colleagues and contribute to the longer-term sustainability of the programme.

The consultants in Burkina Faso, Ethiopia and Assam, India in particular suggest that there should be more follow-up after the training in order to sustain/scale up the benefits, increase the numbers of people engaged in organisations, and institutionalise the tools, strategies and methods to minimise the risk of losing capacity due to staff turnover.¹⁹ In a similar vein, it is argued that once they have tried to use some of the techniques in their own organisations,

¹⁹ Burkina Faso country level report

participants need follow-up/refresher sessions, beyond the current mentoring procedures. Additional resources may therefore be required for this 'consolidation phase', which would enable participants to apply the training.

Many of the country-level reports (Kenya, Burkina, India) stress the advantage of building a greater peer-to-peer relationship between trainees so that they can share their experiences and lessons learnt. This is already happening in Assam in the ICCO programme because the groups supported all speak a local language and share similar issues in what, for India, is a relatively small area and population. In Kenya, KCDF has intentionally paired partners during and after the training to enable mutual learning and support. However, the Kenya country report does note that 'a lot more still needs to be done as enabling the trainees to engage with the duty bearers takes time and more coaching support may still be needed' (p.3). Considering the challenges of online connectivity in some countries and the costs associated with meeting face-to-face, phone calls have been suggested as a practical and inexpensive way to facilitate peer-to-peer support.

The country reports of Burkina Faso and Kenya recommend that CtGA should also offer training to governments (local in Burkina Faso, national and local in Kenya) to improve their perceptions and relations with CSOs. In Ethiopia, the MTE also recommends training local government staff on mobilising support and local fundraising. This would be amended to their positions of power to help them understand their own responsibilities as elected or paid civil servants and conversely the roles of CSOs.

Longer-term sustainability may also be influenced to an extent by the choice of national partner. For example in Kenya, KCDF already has a reputation for encouraging local philanthropy and local resource mobilisation, so one would expect them to continue this type of work beyond support from Wilde Ganzen or ICCO. To some extent, the same is true of Smile Foundation in India, which already had its own local fundraising experiences and contacts. In Burkina Faso, ABF has a track record in this area. DEC in Ethiopia is a relatively new organisation and seems to be running the CtGA programme on contract as a training provider rather than seeing this as part of its ongoing work in this sector.

Finally, it would appear that more companies are getting involved in local/national philanthropy. In India, there are tax and legal elements that have encouraged a boost in funding of civil society through corporate social responsibility (CSR). Although the majority of such funds tend to go to very traditional welfare causes, the development of national corporate philanthropy is good news for the sustainability of the sector. Kenya is also gaining from CSR and there are some early signs in Burkina Faso as well. Such a trend should assist the longer-term sustainability of civil society and also provides a new source of resources for the trainees of the CtGA to approach.

Box 4: Sustainability – key considerations

Breadth vs. depth: In some senses, the decision for Wilde Ganzen and national partners is one between breadth, by continuing to train as many people as possible with the current programme approach, or depth to ensure those trained are fully able to engage in their chosen vision and deliver their goals with sufficient skills through being supported with a series of ongoing training and mentoring products. This would however imply a longer-term institutional development programme, which has cost implications perhaps not foreseen in the current programme.

Consolidation, follow-on and peer-to-peer support: Linked to the above recommendation is the need to consider greater emphasis on follow-up/refresher sessions (including for trained trainers) and facilitating peer-to-peer relationships, including assessing what is necessary and feasible in each country/context.

Training for government: Decide whether CtGA should extend its remit to provide training to governments on mobilising support and local fundraising.

2.6 Monitoring and evaluation

Evaluation question

- Is the current data management system through SurveyMonkey well equipped to gather further data?

Findings

From the analysis of data (Annex 4), the monitoring process appears to be progressing well, with reasonable response rates from participants. If this continues, we expect the dataset to provide useful evidence for a final evaluation. There are nevertheless limitations to what can be gathered via a survey.

Outcomes: The survey questions cover key changes in behaviour at output and higher-level outcome levels, which is appropriate. However, it might be worth considering whether it is possible to devise more questions pitched at intermediate outcomes that may lead towards the overall outcomes (e.g. orientation of donors towards organisation, visibility of organisation at community level). Currently these make up a small number of questions.

Organisation matching: Matching organisations between baseline and follow-up presented a challenge during the analysis, particularly for Mobilising Support (Bangladesh was especially problematic). It may be possible to improve the process of organisation matching by including a drop-down list of the participating organisations in the follow-up surveys (i.e. the respondent selects their organisation from a pre-defined list provided by the partners, rather than typing their organisation's name in a text box). This would avoid a manual matching process.

At national partner and trained organisation level, the MTE identified some weaknesses. These include:

- The national partners are not always ensuring that local partners are populating the monitoring system. This makes it hard to track improvements, and means that perceptions are very subjective.

- One indicator on financial flows (increased donations, sources of funding) seems to be weak. Those interviewed in country often seemed to find it hard to 'pin down' changes in income figures.
- The low rate of responses to follow-up questions. In analysing monitoring data, we only have follow-up for India and Kenya (not Burkina Faso and Ethiopia), although this is to some extent explained by the fact that training is delivered in batches and therefore follow-up is required at different points.
- Overall, the quality of M&E by the local groups is poor, and all of the country reports note the weakness of basic monitoring by local NGOs and CBOs. This presents a challenge to the national partners of CtGA and CEA in that it may also be an indicator of low levels of basic programme management. Where CBOs are run by volunteers, this may be more understandable, but this is less the case with NGOs with paid staff.

Box 5: M&E– key considerations at national partner and trained organisational level

Results-based monitoring: Improve M&E by tightening results-based monitoring in order to understand how much take up there really is post training.

Organisational management training: As part of the above, consider providing training in some basic organisational management, which would include monitoring/record keeping, or signposting to other existing training providers.

2.7 Cross-cutting issues

Target groups (CEA and non-CEA)

The consultants question whether the CtGA and CEA programme sit well together given the very micro-level focus on local economic issues of many of the CBOs in the CEA programme as opposed to the tendency of CtGA to focus on small local NGOs, which often have more paid staff and wider goals. There are clearly needs being met within both groups although the challenges confronting them are somewhat different. It would be useful for the next phase to review the approach to the two groups. The country studies suggest more follow-up and reviewing the sequencing of courses where necessary, plus an addition of some basic organisational management modules for the CBOs in CEA and even some of the NGOs in the CtGA programme.

National partners

Overall, Wilde Ganzen has made a good choice in terms of national partners, and this contributes to the success of the programme to date. The partners were selected largely because of their existing track record in the sort of work being encouraged by CtGA. All have been able to draw on this experience to adapt the programme to their own contexts.

KCDF in Kenya and Smile Foundation in India have the advantage of having been involved in the previous AfC programme and still manage a co-funding scheme with Wilde Ganzen. These two organisations also have long-term experience in fundraising in particular.

In India, while Smile Foundation has a history of mobilising resources, it has been less engaged with national level lobbying per-se, although it may have had impact at national level. For ICCO, the emphasis on mobilising resources is new. The national consultant reported that as the

partners are not necessarily strong in both local fundraising and mobilising resources, in future it would ideally be beneficial to find partners that have both capacities.

KCDF is a leading actor in the national political scene in Kenya and is involved in coordinating and energising a range of other CSOs around key policy issues. Indeed, the consultants in Kenya argue that the national level groups are more likely to engage in national policy debates whilst the smaller local CBOs are concerned about day-to-day survival and issues directly affecting them and their neighbours.

ABF in Burkina Faso has on the whole been commended by respondents on its support for the programmes. In Ethiopia, DEC is a relatively new organisation but this has been tempered by the fact that they have 'subcontracted' much of the work to six local NGOs working in different parts of the country and presumably in different national languages.

Management training

During interviews in country, it became clear that many of the smaller groups had very poor internal accountability, in some cases to the extent of no record of donations. This led the consultants to question the need for more general management training for such groups (Burkina Faso, Ethiopia, Kenya and Assam, India) in addition to that on offer. Suggestions also included training on how to manage documentation, prepare proposals that can qualify for support at local or national levels, and formulate the organisation's vision.

3. Conclusion and summary of recommendations

1. The MTE findings conclude that the CtGA programme is **relevant** in the countries evaluated (Burkina Faso, Ethiopia, India and Kenya). In light of changing international aid, CtGA makes a serious contribution to countries achieving middle-income levels, and to the long-term need to engage their own populations in development and rights issues.
2. The programme has managed to reach out to a large number of civil society groups across a range of sizes, interests, geographic locations and levels of competence educationally and technically. Therefore, we concluded that overall the programme meets the **efficiency** criteria.
3. The fact that the majority of participants report that their organisations are now more able to raise some of their funds locally and nationally is a move in the right direction. Similarly that those engaged in the Mobilising Support programme are now more able and confident in engaging with local authorities is a mark of the **effectiveness** of the programme.
4. It is too early to really be able to assess the longer-term **outcomes** or impact. However, the MTE demonstrates signs that CtGA is on track to have longer-term outcomes in terms of strengthening the ability of CSOs in raising resources and mobilising their constituents to act on behalf of their interests and rights.
5. There are indications that organisations are in a position to address their long-term **sustainability** due to the CtGA programme and the choice of national partners. However, the MTE highlighted a range of issues that will affect this outcome, including the ability of participants to build on their training and contextual factors that have implications for fundraising and mobilising support.
6. Through strengthening capacities in financial and social mobilisation, Wilde Ganzen and ICCO have contributed towards local action and movements that can support the overall space for **civic action** and CSOs to operate. In turn, this supports their credibility and legitimacy amongst the population as a whole and amongst local, and to some extent, national authorities.

Recommendations

The four country studies make specific recommendations. The following are relevant to all of the countries and the CtGA programme overall:

1. The CtGA programme **should continue** and this is a good time to review progress by each country as per the individual MTE country reports. In order for CtGA to fulfil its objectives, the MTE recommends that Wilde Ganzen reviews the difference between the original design and what is happening in practice to ensure that quality remains high. The MTE findings indicate that some of the adaptations to context and budget may be undermining the effectiveness in certain contexts (e.g. shortening of face-to-face modules). This is leading us to the recommendations below on follow-up and depth.
2. Wilde Ganzen, ICCO and national partners need to assess whether the programme should continue to expand to a larger number of organisations, thereby widening in **breadth**, or conversely to ensure more follow-up and consolidation of work with those groups already in

receipt of training, through **depth** of the programme. The following bullet points indicate that depth may be more appropriate at this stage.

3. It is not possible to change a culture and practice within an organisation with a one-off short training of one individual (although Wilde Ganzen recommends that two people from each organisation attend the training our data would show that this is not regularly adhered to) and less so when there is often regular turnover of staff and volunteers thereby removing the newly informed person from the organisation. We would therefore recommend that a programme of **refresher/follow-up** courses and mentoring be considered despite the attraction of expanding to more groups and regions within the target countries.
4. In Burkina Faso and Ethiopia, and in some parts of India, internet connectivity and other constraints mean that the **online resources** are less useful. There are additional ways that these resources might be shared, such as CDs and **hard copies**, to help reinforce the learning from the face-to-face training.
5. To address the low level of **monitoring** within the local partner organisations, we suggest that these organisations receive further training in record keeping, monitoring activities and financial flows. This could be delivered through CtGA or other training providers.
6. Indeed, there is an argument that some of the CBOs and smaller local NGOs require more general **organisational development** to complement and strengthen the impact of the existing programme of support, again either through CtGA or other providers.
7. Wilde Ganzen and national partners should review the **sequencing** of the Local Fundraising and Mobilising Support courses to ensure that CtGA starts with the course that is most relevant to participants in that context.
8. There is a strong recommendation from the consultants that the programme encourage **more local sharing of experiences and lessons learnt** in the implementation of the training programmes. **Peer-to-peer** learning amongst graduates of the CtGA programme could be facilitated, where possible, through electronic means and use of phones, and elsewhere through face-to face meetings (resources and logistics permitting).

Annexes

The following Annexes are attached separately:

Annex 1: Change the Game Academy Theory of Change

Annex 2: Documents reviewed

Annex 3: Evaluation framework

Annex 4: Analysis of CtGA monitoring data

Annex 5: Country studies for Burkina Faso, Ethiopia, India and Kenya