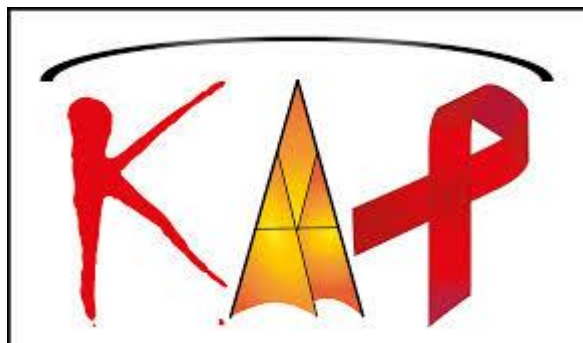


GLOBALGIVING – UNREACHED YOUTHS – FINANCIAL REPORT –

GLOBALGIVING BUDGET VS ACTUAL EXPENDITURE 01.09.2021-31.03.2026 - KENYA SHILLINGS (KES/ Kshs)						
PROJECT 1 - ENHANCING THE EMOTIONAL AND SOCIAL CAPACITIES OF 1,358 MARGINALISED YOUTHS	GlobalGiving ORIGINAL TOTAL Budget in year 2021-2022 per 01.07.2023 (except difference actual & budgeted)	EXPENDITURE 01.07.2025 > 31.08.2025	EXPENDITURE 01.09.2025 > 30.11.2025	EXPENDITURE 01.12.2025 > 31.03.2026	GG2021- ONLY BALANCE PER 31.03.2026	% SPENT
1. Project Activities -Trainings, Education, Counselling & Follow-Up Activities	Kshs	Kshs	Kshs	Kshs	Kshs	
1.1 Two Core Training Cycles = Kshs 828,226/-						
1.1.1 Food	189,110				25,174	87%
1.1.2 Teaching and Training Materials	36,414				(3,787)	110%
1.1.3 COVID-19 Preventive Measurements	18,510				3,055	83%
1.1.4 Transport - Recurrent Expense	382,200	2,256			64,791	83%
1.1.5 TOTs Expenditures	200,396				174,346	13%
1.1.6 Monitoring & Evaluation	1,596				-	100%
1.1.7 Personnel Costs	539,450			43,156	(46,412.26)	109%
1.2 Two Advanced Training Cycles = Kshs 363,634/-					-	
1.2.1 Food	47,304				(28,705)	161%
1.2.2 Teaching and Training Materials	23,990				(3,331)	114%
1.2.3 COVID-19 Preventive Measurements	12,640				-	100%
1.2.4 Transport - Recurrent Expense	172,200				43,481	75%
1.2.5 TOTs Expenditures	106,366				92,266	13%
1.2.6 Monitoring & Evaluation	1,134				44	96%
1.2.7 Personnel Costs	236,847			18,948	(22,203.96)	109%
2. INSTITUTIONAL EXCELLENCE					-	
2.1. Administrative Costs					-	
2.1.1 Finance Personnel Cost	351,461			11,993	(15,249.56)	104%
2.1.2 Office Rent	52,174				0	100%
2.1.3 Security, Maintenance Site	13,101				0	100%
2.1.4 Office- & Educational & Equipment	250,341			200.00	(1,871)	101%
2.1.5 Transport Office - Recurrent Expense	9,458				1,293	86%
2.2. Partnerships & Program Development					-	
2.2.1 Certificates and Licenses	2,610				(0)	100%
2.3. Institutional Development Costs					-	
2.3.1 Annual Financial Audit	18,932				(2,255.26)	112%
2.3.2 External Evaluation KAP Programmes	8,167		3,441.97	4,070.00	(548)	107%
2.3.3 Governance Expenses	39,663				(751.77)	102%
2.3.4 Staffs Capacity-Building (Studies)	25,925				0	100%
3. OTHER					-	
3.1 Emergency Assistance					-	
3.2 Unbudgetted Items: B. Exchange Gain/Loss					-	
3.3 Unbudgetted Items: C. Bank Charges					-	
3.4 Unbudgetted Items: D.Bad Debts W/O					-	
3.5 Difference btn actual & budgeted amount	(279,335.00)				(279,335)	0%
*	<small>GG-ONLY* INCOME IN FINANCIAL YEAR 2023-24</small>				-	
TOTAL CASH PROJECT COSTS IN KSHS	2,460,655	2,256.01	3,441.97	78,367.09	(0.27)	



Kitale Community Advancement Programme (KAP) Programme Evaluation Report

Final Report, February 2026

Facilitated by:



Strategic Connections Limited
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EXECUTIVE SUMMARY

Kitale Community Advancement Programme is a community education and counselling programme working in Trans Nzoia County/Kenya, which aims to mitigate the impact of societal breakdown especially violence, trauma, addictions, HIV/AIDS risky behaviours, distorted emotional or social abilities, and environmental degradation. Its activities focus on capacity-building voluntary community resource persons, providing a variety of (group) counselling- and psycho-education services whilst also planning to provide trainings for a fee as part of its mental health work.

KAP contracted Strategic Connections to facilitate a program evaluation of its work for the period October 2023 to September 2025. The purpose of the evaluation was to assess the progress made by KAP in fulfilling its agreed objectives and to evaluate its continued relevance, efficiency and effectiveness, as well as to decipher lessons, and make recommendations that would inform the next strategic plan.

The review was undertaken between October and November 2025. Multiple techniques were used to collect data amongst them secondary data review, Key Informant Interviews (KII), Focus Group Discussions (FGDs), survey, case stories and observation. Data from these sources was synthesised and compiled into this report.

The evaluation reveals several positive findings, but also a few areas for attention. This summary only highlights some of these findings and recommendations, hence one needs to read the entire report in order to appreciate the full picture. The key findings and conclusions of the study are summarized thus:

In terms of *quality of design*, KAP demonstrates a strong commitment to understanding and responding to its operational context. The 2020–2025 strategic plan was for example built on comprehensive context. Programmes are informed by in-depth community needs assessments. KAP also demonstrates a strong adaptive capacity through regular self-reflection and reviews, although there is potential to strengthen proactive risk management. The organisation operates with a clear, coherent Theory of Change (TOC). There is furthermore a strong alignment with the values of community ownership, voluntarism, and faith-driven empowerment. Although some informal analyses are used, more formal approaches like root-cause analysis could strengthen planning, decision-making, and systems thinking. The programme design also emphasize participatory stakeholder engagement and mainstreaming of crosscutting issues. Strategic objectives are clearly defined and SMART, with logframes and M&E matrices capturing results at various levels. While safeguarding systems are robust, KAP lacks a formal Diversity, Equity, and Inclusion (DEI) policy and could expand training in this area.

With respect to *relevance*, KAP's programmes are highly relevant and strongly grounded in the expressed needs of the communities it serves. The organisation delivers comprehensive psychoeducation and support across priority areas of substance abuse, HIV/AIDS prevention, trauma healing, peacebuilding, youth empowerment, and mental wellbeing, using participatory and art-based approaches. Interventions deliberately integrate age, gender, and social inclusion considerations, reach large numbers of beneficiaries, and are widely valued by participants. 96% of beneficiaries reported that the services were very useful. KAP has also demonstrated strong adaptability, evolving from an initial HIV/AIDS focus into a holistic model that responds to emerging challenges such as COVID-19, climate vulnerabilities, and election-related violence. KAP's strategic focus and implementation approach remain closely aligned with its mandate and mission, ensuring sustained relevance and meaningful impact. KAP's work is well aligned with national and global development priorities.

As pertains *efficiency*, KAP exhibits strong value for money through exceptional cost-efficiency, community ownership, and strategic leveraging of non-financial resources. In-kind contributions from communities, along with the voluntary service of Community Resource Persons (CRPs), Trainer of Trainers (TOTs), and Recovery Coaches (RCs), significantly reduce programme costs while reinforcing local ownership. Additional cost savings are achieved through competitive or negotiated procurement; careful planning of field activities; and fair staff costs. The Programme Coordinator (PC) was an example serving voluntarily despite professional qualifications. KAP's financial discipline is evidenced by clean audit opinions and compliance with standards. However, risk areas include a 40% rise in administrative costs in 2025 due to new taxes and exchange losses, as well as lower-than-expected budget absorption in organisational development and psychoeducation activities.

KAP's project delivery is firmly grounded in participatory, community-based professional counselling, psycho-education approaches and faith driven commitments that promote ownership, inclusion, and sustained impact. Its core interventions are supported by well-established methodologies such as Participatory Educational Theatre (PET). Beneficiary feedback indicates very high satisfaction with programme quality, relevance, and accessibility, with facilitators consistently described as skilled, well prepared, and responsive to community realities. Ethical standards, including informed consent, confidentiality, non-discrimination, and inclusion of vulnerable groups such as persons with disabilities, are consistently upheld.

KAP also demonstrates strong complementarity with other actors, particularly church-based partners and selected public institutions, though stakeholder engagement could be further strengthened. Project-level MEL systems are functional and support learning and accountability but would benefit from consolidation into a more comprehensive MEL system. Continuous staff and volunteer development, alongside robust safeguarding and financial management practices, underpins the organisation's professionalism.

Further, as concerns *effectiveness*, KAP's programs demonstrate significant positive outcomes in behavior change, health, peacebuilding, youth empowerment, and community strengthening. Sustained impact is reinforced by strong community/ beneficiary participation, volunteer engagement, and strategic partnerships, though challenges remain in knowledge retention, relapse prevention, and volunteer facilitation. To illustrate these broad outcomes, the program's effectiveness is particularly evident in following areas of impact:

1. *Addiction Recovery & Behaviours Change*: KAP's approach effectively fostered self-discipline and relapse management. 55% of clients achieved sustained sobriety, with 90% reporting improved addiction management and 96% adopting positive new strategies. Persistent knowledge gaps and environmental relapse risks highlight a need for reinforced education and systemic, root-cause interventions.
2. *HIV/AIDS & Stigma Reduction*: Interventions contributed to increased testing, treatment adherence, and awareness, with 95% of beneficiaries reporting excellent or good adoption of preventive behaviors. While stigma reduction is evident, the lack of comparative baseline data and uncertainty due to shifting donor policies underscore the need for integrated programming and stronger health facility linkages.
3. *Trauma and Peace Healing*: Addressing causes violence, the program contributed to community reconciliation and renewed economic activity. High percentages of beneficiaries reported improved conflict resolution skills (94%), trauma management (94%), and family/community relationships (89-94%), alongside restored personal confidence and emotional resilience.
4. *Unreached Youth*: This program sub areas focused on distorted emotional and social capacities of youth. The evaluation results show among others greater self-reliance, with 97% of youth reporting improved confidence and mental wellbeing.
5. *Other Notable Effects*: Programs strengthened family functionality, reduced child labor, and improved health outcomes. Further CRPs and TOTs/RCs capacity was significantly enhanced,

though they request better facilitation, professional development, and support to sustain motivation and community credibility.

Regarding *internal organisation*, KAP demonstrates a robust leadership and governance framework anchored in a voluntary nine-member Executive Board complemented by an Advisory Board. The Executive Board provides strategic oversight, policy guidance, and institutional direction, while the Advisory Board contributes technical and specialist advice. Over time, KAP has strengthened board composition by recruiting professionals with diverse expertise in finance, law, counselling, education, theology, and social development. However, gaps exist, including the absence of formal appointment letters, detailed Terms of Reference (ToRs) for committees, and a structured board performance management system. Recommendations include formalizing committee structures and schedules, developing a board performance management system with targets and reviews, and establishing a comprehensive board development plan to build governance capacity and balance strategic and operational responsibilities. Additionally, resource mobilisation, and leadership succession planning, especially for the PC, requires further attention to assure organizational continuity and stability.

In the area of financial management, KAP demonstrates strong practices, including timely reporting, robust internal controls, external audits, and adherence to donor requirements. While financial oversight is sound, structured board-level discussions of budgets and formal follow-up mechanisms for audit recommendations could enhance governance. Resource mobilization is diverse, combining international and local donor funding, in-kind contributions, and reimbursable services. Human resource management reflects high staff retention, dedication, and multi-skilled deployment, although there are staffing pressures, overlapping roles, and gaps in formal performance appraisals, grievance mechanisms, and structured staff wellbeing support. Recommendations include formalizing grievance procedures, structured debriefing and peer-support for staff/ volunteers, reviewing roles to reduce workload overlap, and enhancing middle-level management capacity. Organizational visibility, strategic alignment of programs with capacity, and deliberate institutional repositioning are suggested to strengthen sustainability, program quality, and resource mobilization.

As it pertains to Sustainability, KAP's programmes demonstrate strong potential for sustaining benefits through community empowerment, skills transfer, and local leadership development. Young people are trained in counselling, life skills, and practical facilitation methods grounded in local culture, after which they are organized into action groups for targeted community education sessions and micro-teachings. This approach builds confidence, leadership capacity, and the ability to apply learning within communities. Beneficiaries are further encouraged to mentor others, disseminate accurate information, and reach marginalized populations. CRPs have emerged as trusted role models linking clients to relevant services, with 97% of evaluation respondents reporting that they were able to share KAP learning with others. However, the evaluation survey indicated mixed perceptions regarding the continuity of benefits if KAP were to exit, with only 39% rating sustainability as excellent.

While formal exit and sustainability plans are not yet documented, KAP emphasizes community ownership, empowering trained committees and local partners to operate independently. CRPs continue applying their skills beyond project timelines, and partnerships with churches, mosques, and educational institutions enhance credibility and professional growth. Survey results show that 97% of respondents felt confident in using KAP-acquired knowledge and skills independently, reflecting strong personal and community-level sustainability. Other sustainability indicators, such as the ability to train and support others, received high ratings (95% and 92%), whereas reliance on complementary actors to provide services was rated lower (37%), highlighting an opportunity to strengthen collaboration and institutionalize support mechanisms at the community level, notwithstanding existing challenges around reciprocity or non-responsiveness by some actors attributed in part to aspirations for financial benefits.