Impact Assessment of Change the Game Academy (CtGA) Program in Ethiopia, 2016-2024

A Mixed Business Case Study

REPORT

DECEMBER - 2025
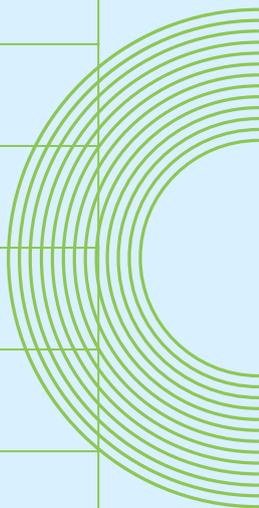
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List of Abbreviations and Acronyms

CBO	Community-Based Organization
CSO	Civil Society Organization
CtGA	Change the Game Academy
DEC	Development Expertise Center
ETB	Ethiopian Birr
GfC	Giving for Change
ICT	Information and Communication Technology
KII	Key Informant Interview
LFR	Local Fundraising
M&E	Monitoring and Evaluation
MS	Mobilizing Support
NGO	Non-Governmental Organization
SROI	Social Return on Investment
ToC	Theory of Change
ToR	Terms of Reference
WG	Wilde Ganzen

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Acknowledgement

Development Expertise Center (DEC) expresses its heartfelt gratitude to all partners who contributed to this Business Case Research - impact assessment of the Change the Game Academy (CtGA) program in Ethiopia.

DEC extends sincere appreciation to the Center of Excellence International Consultancy (CEIC) for their methodological rigor and research excellence. CEIC's mixed-methods expertise, SROI analysis, and comprehensive data validation provided the robust evidence base that validates CtGA's transformative impact.

We are profoundly thankful to Wilde Ganzen Foundation, whose strategic vision and financial support made this evaluation possible. Your commitment to the CtGA Alliance's global learning agenda ensures Ethiopia's findings strengthen international capacity-building practice.

DEC owes special gratitude to the 19 participating organizations across Addis Ababa, Oromia, Amhara, Sidama, and South Ethiopia. The 62 staff members from GfC partners, Match Funding recipients, Wilde Ganzen partners, and other CtGA trainees generously shared organizational data, candid reflections, and success stories that demonstrate real-world LFR and MS training outcomes.

DEC's program team and M&E staff provided essential coordination and technical support throughout this assessment.

This report reflects DEC's commitment to evidence-based programming that empowers Ethiopian civil society toward financial sustainability and advocacy impact

Executive Summary

This impact assessment reviews the contribution of the DEC- and Wilde Ganzen-powered Change the Game Academy (CtGA) business model in strengthening Ethiopian civil society organizations (CSOs) and community-based organizations (CBOs) through Local Fundraising (LFR) and Mobilizing Support (MS) training. The study assesses training outcomes and the cost-effectiveness of the CtGA business model.

The assessment covers 19 organizations and draws on responses from 62 participants (n=38 in LFR; n=24 in MS) across the capital city Addis Ababa, and regional states of Oromia, Amhara, Sidama, and South Ethiopia, representing cohorts trained between 2016 and 2024.

The study employs a mixed-methods design, combining structured surveys collected through Kobo, key informant interviews, and purposively selected case stories triangulated with desk reviews. Comparative analysis examines partner type, leadership involvement, training year, location, and modality. Quantitative analysis uses Stata; qualitative thematic coding employs NVivo. In-kind and cash contributions, volunteer efforts, and advocacy activities are valued to determine Social Return on Investment (SROI)

Findings reveal that LFR catalyzed mobilization of approximately **187,967,500** ETB (158,542,000 cash; 29,425,500 in-kind) from sample organizations, plus **1,062,095,175** ETB from advocacy impacts across 10 institutions.

Nearly **97.4%** of participants reported enhanced fundraising skills, with **78.9%** attributing success directly to the training. Organizations now source an average of **77%** of funds locally. MS training prompted direct action, with organizations leading an average of **4.4** advocacy campaigns and **83%** of trainees cascading knowledge internally. Tangible outcomes include new partnerships formed by **75%** of organizations, increased government engagement, and concrete community benefits such as regional SHG regulations and secured land rights

A conservative SROI analysis estimates that each Euro invested yielded **132.9** Euros in direct social value, demonstrating strong program efficiency.

LFR catalyzed fundamental shift to self-reliance:
- 97.4% reported improved resource mobilization ability, with 78.9% attributing this "largely or very largely" to CtGA training
- Collectively raised 187,967,500 ETB (158,542,000 cash + 29,425,500 in-kind)
- 77% average local/national funding dependency reduction
- 73% now operate with approved fundraising plans; 94.7% diversified funding sources
- GfC and Match Funding partners showed 100% significant improvement

MS equipped organizations as advocacy actors:

- Average 4.4 advocacy campaigns led per organization since training
- 83% cascaded training to other staff/community members
- 75% formed new strategic partnerships; 50% gained media visibility
- Concrete outcomes: official licenses, land rights secured, regional SHG regulations influenced, community infrastructure delivered (classrooms, libraries, water points, bridges)

Comparative analysis reveals critical success factors:

- Leadership involvement essential for MS impact (statistically significant gains)
- Medium-sized organizations (10-49 employees) led LFR success
- Integrated LFR+MS training created synergy (100% positive advocacy impact)
- Face-to-face training decisively outperformed online (5.1 vs 4.0 campaigns average)

The CtGA model effectively builds resilience, sustainability, and advocacy capacity. Key enablers include leadership participation, LFR-MS combination, and face-to-face delivery. Barriers remain public trust deficits, political instability, and staff time constraints, particularly for rural organizations.

Scaling recommendations: Expand face-to-face training, commercialize for broader audiences (universities, government, non-partners), provide rural-specific support, and address gender imbalance in participant selection

1. Introduction and Background

Development Expertise Center (DEC), established in 2007, is a prominent development and humanitarian organization in Ethiopia. DEC contributes to national development through integrated, decentralized, and sustainable program interventions that emphasize community participation and ownership while respecting local cultures, religions, and social norms. The organization's core programs include Child Wellbeing and Education Development, Gender and Life Skills Development, Employable Skills Development, Advocacy, and Humanitarian and Emergency Response.

DEC's advocacy approach involves mobilizing support and strengthening local fundraising (LFR) efforts to enhance self-reliance. The approach promotes volunteerism and community philanthropy to build a culture of shared responsibility and advances localization by enabling community-led planning and action. DEC invests in life skills for lobbying, equipping individuals, particularly youth and marginalized groups, with the confidence and tools to engage in advocacy. Through capacity building, technical support, and coaching, grassroots actors are empowered to lead effectively. DEC also promotes systemic, policy, and citizen advocacy to influence governance structures and ensure responsive leadership. Central to this approach is forging strong partnerships with communities and stakeholders, creating collaborative platforms for sustained impact

In partnership with the Wilde Ganzen Foundation, DEC implements the Change the Game Academy (CtGA) in Ethiopia. CtGA is an innovative blended learning program designed to empower Community-Based Organizations (CBOs) and Civil Society Organizations (CSOs) by enhancing their capacities in Local Fundraising (LFR) and Mobilizing Support (MS). The program offers a digital portal complemented by face-to-face training sessions, aiming to advance community self-reliance through local resource mobilization and sustainable change.

Key considerations include:
- Evaluating the financial sustainability of organizations post-training
- Assessing the success and challenges of advocacy efforts by trained organizations
- Understanding contextual variables such as urban vs. rural impact differences, leadership involvement, and external policy shifts
- Providing actionable insights to guide future program adjustments and strategic direction

This evaluation consists of two separate but complementary studies:
1. **LFR Impact Assessment**: Focused on quantifying the financial and resource mobilization outcomes of LFR training
2. **MS Impact Assessment**: Focused on evaluating the advocacy, lobbying, and support mobilization outcomes of MS training

Both studies follow a consistent methodology to ensure comparability and aggregation of data across countries

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1.1 Background of Partners Arrangement

GfC Project in Ethiopia

The Giving for Change (GfC) project is a five-year (2021-2025) initiative implemented by a consortium led by DEC and its alliance members CoSAP and CEHRO. The project operates in five districts/towns of Oromia regional state (Bedele, Liben Chukala, Batu, Adam, and Holeta) and two districts/towns of Amhara regional state (Kunzila and Bahir Dar Zuriya). The overarching goal of the GfC project in Ethiopia is to create an equal and just society with an open civic space where all citizens can freely express opinions, organize themselves, and exercise their rights.

About Community of Practice (CoP)

In the GfC context, Civil Society Actors (CSAs) refer to collectives of individuals who come together based on social status or affiliations to pursue shared objectives. These include Community-Based Organizations (CBOs), Civil Society Organizations (CSOs), and both formal and informal civic associations within each woreda/district.

A Community of Practice (CoP) is a network of CSAs formed to address prioritized needs of local communities. These networks unite by geographic location and common issues or identities. CoPs are physical spaces bringing together diverse CSAs to foster collaboration, mutual learning, knowledge sharing, and exploration of new community development approaches through community philanthropy. DEC established 7 CoPs across the specified districts, each comprising 18-20 CSAs receiving training, technical, and financial support.

Match Funding Program

The match funding program supports innovative projects by small and emerging CBOs/CSOs benefiting their communities. Through Wilde Ganzen funding channeled via DEC, it provides sub-grants for community development initiatives while offering coaching and technical support. The program operates on a shared funding model with a maximum 50% contribution from the program; communities must secure the remaining 50% through cash, materials, equipment, or labor contributions.

Wilde Ganzen Foundation

Wilde Ganzen Foundation, a Dutch NGO founded in 1957, reduces poverty and inequality through community-led initiatives. With 65 years of experience, it supports ~300 annual initiatives (30-40% education-focused) in the global South. Since 2007, support has shifted from projects to organizational capacity strengthening through long-term collaboration, LFR training, and match funding schemes.

Others

Organizations with no affiliation with DEC or Wilde Ganzen but participated in CtGA training trajectories.

1.2 Contents of the CtGA Training, Focus, and Delivery

Change the Game Academy, powered by Wilde Ganzen Foundation, offers comprehensive digital and face-to-face training on local fundraising and lobbying/advocacy (Mobilizing Support). Targeting low- and middle-income countries, it aims to influence decision-making impacting grassroots organizations and beneficiaries.

Training Approach and Delivery Mode

The CtGA training is designed using a blended learning approach, combining interactive digital courses with in-person training to provide participants with a richer and more sustained learning experience. This approach allows participants to learn at their own pace, work on individual cases both online and offline, and exchange ideas and insights with peers in the classroom and through online communities. However, the digital interactive courses (online modules) have not yet been implemented in Ethiopia due to organizational readiness challenges. Key barriers include poor internet connectivity, a lack of appropriate ICT equipment, frequent power failures, and participants' busy schedules due to ongoing responsibilities.

Mobilizing Support Training

The mobilizing support component of CtGA is a comprehensive training program designed to empower CSOs to engage in claim-making for systemic change and the realization of sustainable local solutions to development challenges. This training consists of four modules, focusing on building skills in negotiating with duty bearers to ensure effective service delivery and advocating for the implementation of local policies and standards. Between modules, participants receive coaching and mentorship to further enhance their skills and support their grassroots organizations. The main objectives of this training include strengthening the capacity of grassroots organizations to identify and prioritize development challenges for policy engagement at the local level, empowering CSOs to make strategic decisions on engaging in claim making, enabling grassroots organizations to mobilize support from duty bearers for improved service delivery, and enhancing the internal systems of grassroots organizations to integrate claim making into their development interventions.

Local Fundraising (LFR) Training

The local fundraising training focuses on building the capacity of CSOs to mobilize financial and in-kind resources locally, specifically within the country where the development project is based. The course helps participants design a fundraising plan for their organization and practice essential communication skills needed to effectively implement their plans. This training aims to strengthen the ability of CSOs to raise funds from individuals, institutions, and companies while also enabling them to engage duty bearers (such as government agencies and parastatals) to improve service delivery at the local level. Ultimately, the training seeks to ensure that local CSOs are empowered to implement relevant development programs effectively, with a focus on strong community engagement and positive impact.[1]

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[1] Habtamu Tezera. (2019). CtGA midterm evaluation (Ethiopia), 2016-2018. Wilde Ganzen Foundation.

Coaching and Mentoring

Coaching was also part of the LFR/MS training. Coaching-mentoring has proven to be a vital part to successful capacity building of the participants and to subsequent impact their organizations can realize on LFR or MS. This has to do with the fact that putting the learnings into practice effectively takes time, courage, thoughtful planning, teamwork, making mistakes, correcting them and so on. In short: it's hard work and can, at times, be challenging. A coach-mentor helps participants reflect on these processes, keep their focus and their courage and faith to not give up and keep going. It is an important key to successfully transforming the learning into a daily practice that effectively moves their organizations forward. A coach-mentor is assigned to support each organization. The mentoring-coaching sessions consist of coaching and advice, where needed, taking care to strike a balance for the trainee to stay in charge.

1.3 Rationale

Mobilizing local resources makes communities self-sufficient and financially more autonomous. It increases community engagement and local ownership. Also, organizations with a local support base are more rooted, legitimate, and therefore better positioned to hold their governments accountable.

Many civil society organizations in low and middle-income countries depend on foreign funding for their work. This vulnerability places them at risk of working donor-driven. The objective of CtGA is to end this dependency by supporting autonomous organizations in building constituencies and mobilizing local (financial) support for their work. This transfers power to communities and enables them to shape their future.

Strengthening community agency, mobilizing local resources make communities self-sufficient and financially more autonomous. It increases community engagement and local ownership. Plus, organizations with a local support base are more rooted, legitimate, and therefore better positioned to hold their governments accountable.[2]

CtGA strengthens the capacities of social changemakers to effectively raise resources locally and mobilize other forms of domestic support. CtGA is a joint initiative of social change organizations from 16 countries, together constituting CtGA alliance. It strengthens the capacities of social changemakers to effectively raise resources locally and mobilize other forms of domestic support. CtGA is a joint initiative of social change organizations from 16 countries, together constituting the Change the Game Academy Alliance.[3]

The rationale for conducting this impact assessment lies in the need to generate concrete evidence on the effectiveness, sustainability, and scalability of the CtGA model, particularly the LFR and MS components as implemented by DEC in Ethiopia. While the program has demonstrated strong potential for strengthening civil society through capacity development and localized resource mobilization, a systematic evaluation of its long-term outcomes is essential.

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[2] Change the Game Academy. (2024). Brochure for Change the Game Academy. Wilde Ganzen Foundation. https://www.wildeganzen.org/uploaded/2024/02/Brochure-Change-the-Game-Academy.pdf
[3] Change the Game Academy. (2025). Capacity building in local fundraising and mobilising support. Wilde Ganzen Foundation. https://www.wildeganzen.org/programs/change-the-game-academy

1.4 Objective

The primary objective is to understand CtGA's impact and business model (investment vs. outcome) in Ethiopia for aggregation with other countries using consistent methodology.

LFR Objectives:
1. Evaluate LFR training contribution to increased local/national fundraising (cash/in-kind) and financial sustainability
2. Explore post-training LFR strategy application and implementation challenges
3. Assess outcome variations by urban/rural location, leadership involvement, and organization type
4. Identify factors contributing to successful vs. unsuccessful fundraising

MS Objectives:
1. Evaluate MS training strengthening of advocacy, lobbying, and support mobilization capacity
2. Examine MS strategy integration, implementation barriers, and impacts on engagement/visibility
3. Assess external/internal factors affecting MS initiative success

1.5 Scope of the Study

The scope of this impact assessment covered both the LFR and MS components of the CtGA program as implemented by the DEC in Ethiopia. The study evaluated the program effectiveness, sustainability, and scalability across a diverse range of civil society actors and community-based organizations that participated in the training.

Thematically, the study analyzed program outcomes in relation to:
- Locally raised funds and in-kind contributions
- Advocacy, lobbying, and support mobilization efforts
- Organizational sustainability and capacity changes
- Community engagement and visibility of CSOs
- Leadership involvement and external influencing factors

The impact assessment considered the medium- to long-term effects of the CtGA training, focusing on organizations that received support between 2021 and 2024. The target groups of the assessment consist of CBOs and CSOs that completed CtGA LFR and/or MS training, as well as partner organizations (e.g., WG partners, GfC partners, and others), and the assessment captured results across different locations, organizational types, levels of leadership involvement, and training modalities

1.6 Significance of the Impact Assessment

The finding of the impact assessment of the CtGA Business Model helps DEC and its partners generate evidence-based insights into what aspects of the CtGA program. This will enable DEC to refine its training approaches, strengthen program delivery, and make data-driven decisions for future interventions. The assessment will also demonstrate the return on investment by linking resources invested to tangible outcomes, thereby enhancing donor confidence and supporting future fundraising efforts. Moreover, participating organizations will benefit from feedback that can improve their internal fundraising, advocacy, and community mobilization strategies. At a broader level, the results will contribute to global learning within the CtGA Alliance, allowing for cross-country comparisons and helping shape strategic directions for the program globally. In addition, case stories generated through the assessment will be used for visibility and learning to influence wider civil society strengthening initiatives. Furthermore, the findings will enhance policy engagement by providing credible evidence to inform advocacy, partnerships, and system-level change.

2. Methodology

To ensure a comprehensive and innovative impact assessment, this study employed a mixed-methods approach integrating quantitative and qualitative data collection methods. This design provides a holistic understanding of the CtGA program's impact in Ethiopia.

2.1 Study Design

The impact assessment utilized a cross-sectional study design combining quantitative and qualitative research methods with case stories. This approach evaluates the effectiveness, efficiency, impact, and sustainability of LFR and MS training programs. Quantitative data measures financial outcomes (funds raised, advocacy success), while qualitative methods capture challenges, best practices, and contextual factors through in-depth interviews and case stories.
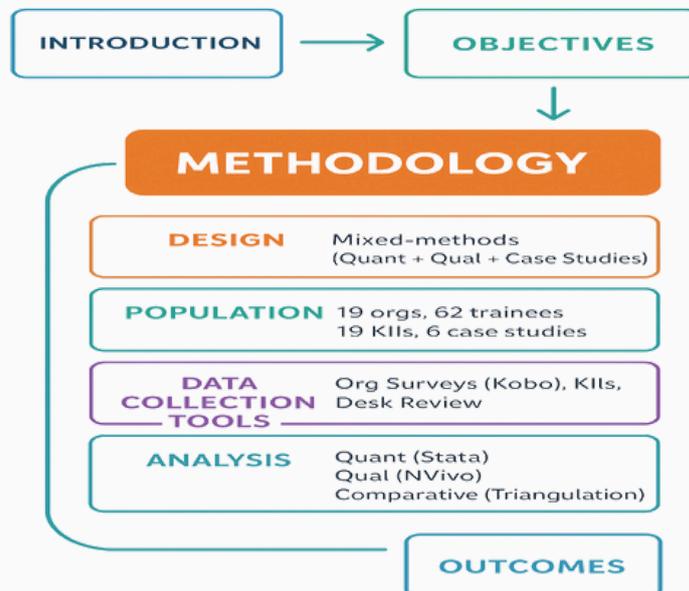
2.2 Study Population and Sampling

The assessment targeted 19 partner organizations across five regions: Addis Ababa, Oromia, Amhara, Sidama, and South Ethiopia. These represent cohorts trained between 2016 and 2024, covering GfC, Match Funding, Wilde Ganzen partners, and Other CtGA trainees.

Sampling Strategy:
- LFR training: 38 respondents from 19 organizations
- MS training: 24 respondents from 15 organizations
- Total respondents: 62 participants
- Response rate: 82% (62/76 targeted)

Sampling considered partner type, training year, location (urban/rural), leadership involvement, and organization size for comparative analysis

Organization Type	Target Respondents	Achieved Responses
GfC Partners	28	23
Match Funding	12	10
WG Partners	18	15
Others	18	14
Total	**76**	**62**

2.3 Impact Assessment Framework

The framework aligns with CtGA Alliance global methodology, measuring inputs → outputs → outcomes → impact across financial sustainability, advocacy capacity, and organizational resilience

Table 2: Key Variables

Domain	Indicators	Data Source
LFR Impact	Funds raised (cash/in-kind), funding diversification, sustainability	Surveys, financial records
MS Impact	Campaigns led, partnerships formed, policy influence	KIIs, case stories
Organizational	Leadership involvement, staff cascading, strategy integration	Surveys, organizational documents
Contextual	Location, partner type, training modality	Desk review

2.4 Data Collection Method and Sources

Primary Methods:
1. Structured Surveys (KoboCollect): 62 respondents measuring skill gains, outcomes, attribution
2. Key Informant Interviews (KIIs): 19 organizational leaders/managers
3. Case Stories: 6 purposively selected high-impact organizations
4. Desk Review: Training records, financial reports, project documents

Data Triangulation: Quantitative results validated through qualitative interviews and document analysis.

2.5 Data Analysis

Quantitative: Stata for descriptive statistics, t-tests (leadership effects), ANOVA (partner comparisons), SROI monetization
Qualitative: NVivo thematic coding of interviews/case stories
Comparative: Cross-tabulations by partner type, location, leadership involvement, training modality/year
SROI Methodology: Monetized in-kind contributions, volunteer time, advocacy outcomes using market rates and discounting to present value.

2.6 Quality Control Measures

- Pre-testing: Survey instruments piloted with 5 non-sample respondents
- Training: Enumerators trained on ethical data collection
- Double-entry: 20% survey data independently verified
- Triangulation: Cross-validation across methods/sources
- Back-translation: Amharic survey versions validated

2.7 Ethical Considerations

- Informed consent obtained from all participants
- Anonymity and confidentiality maintained
- Data stored securely with access limited to research team
- No incentives offered to avoid bias
- Findings shared with participating organizations
- Adherence to Ethiopian data protection regulations

This rigorous methodology ensures robust, comparable findings aligned with CtGA Alliance global standards while capturing Ethiopia-specific contextual factors.

3. Key Findings

The key variables outlined in the ToR are mapped against the evaluation framework established in the inception report. The report is structured to address the research questions developed for both the LFR and MS impact assessments, including a comparative analysis across partner types, geographic locations, levels of leadership involvement, course combinations, and variations in perceived impact among different trainees. This section starts with the literature review and socio-demographic characteristics a separately, while other research questions are addressed thematically in separate sections.

3.1 Literature Review: Contextualizing the CtGA Program within National and Global Frameworks

The impact of the Change the Game Academy (CtGA) program cannot be fully understood without appreciating the broader ecosystem in which it operates. This ecosystem is defined by a powerful global shift towards local ownership, a challenging national funding landscape, and a rich, yet underutilized, history of communal self-help in Ethiopia.

Globally, the international aid sector is undergoing a profound transformation. The "localization agenda" is a direct response to recognizing that local actors possess the agility, innovation, and contextual knowledge most essential for sustainable development. Movements like **#ShiftThePower** advocate for a fundamental rebalancing of the relationship between Global North donors and Global South implementers, arguing for more direct funding and decision-making power for communities themselves. Concurrently, development aid from traditional donors is becoming more volatile and stretched due to global economic pressures and shifting geopolitical priorities. This decline underscores a critical necessity: communities cannot rely solely on external aid and must strengthen their capacity to mobilize their own resources.

One of the new mandates introduced to the Agency for Civil Society Organizations (ACSO) under this proclamation is nurturing the culture of volunteerism and philanthropy in CSOs and the community.[4] This strategic document, developed by the ACSO, National Philanthropy Strategy (2020-2025): outlines a comprehensive roadmap for fostering a vibrant culture of philanthropy in Ethiopia. It emphasizes the importance of community philanthropy and acknowledges its potential contribution to social development, poverty reduction, and inclusive growth. The strategy encourages collaboration between government, civil society, and philanthropic actors to create an enabling environment for community initiatives.

The Federal Income Tax Proclamation No. 979/2016, published in the Federal Negarit Gazette, provides the principal legal framework for income taxation in Ethiopia. Under Part Six, Schedule "E" – Exempt Income, the Proclamation outlines specific conditions under which income is exempt from taxation.[5]

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[4] Agency for Civil Society Organizations. (2021, July 29). Volunteerism enhancement and fund administration. https://acso.gov.et/en/volunteerism_fund_administration

[5] Federal Democratic Republic of Ethiopia. (2016). Federal income tax proclamation No. 979/2016. Federal Negarit Gazette, Extraordinary Issue.

According to Article 65(1) of the Proclamation, income is exempt from tax when it arises from agreements entered into by the Government of the Federal Democratic Republic of Ethiopia for the provision of financial, technical, or humanitarian assistance, provided that the Minister of Finance has concurred in writing with the exemption clause. Similarly, any income exempted under an international agreement duly ratified by the Government is also recognized as tax-exempt.

This provision ensures that developmental, humanitarian, and donor-funded projects including technical assistance and capacity-building initiatives, are not subject to income tax, provided they operate under government-endorsed agreements that include a formal exemption provision. This legal clause intends to facilitate the efficient use of aid and support resources without undue administrative or fiscal barriers, thereby reinforcing the enabling environment for international cooperation.

In line with this framework, the Ministry of Finance has also issued Directive No. 1023/2017 E.C. (September 2024), "A Directive to Exempt Goods from the Social Welfare Levy Imposed on Import of Goods", pursuant to Article 6(3) of the Social Welfare Levy on Imported Goods Regulation No. 519/2022. The Directive recognizes that "goods freely given to the public for the improvement of education and health services and donated from abroad to assist citizens impoverished by natural or man-made calamities fulfill the intended purpose of the social welfare duty". Therefore, it exempts such goods from the levy.[6]

Specifically, the Directive stipulates that those goods donated from abroad to state-owned institutions or organizations providing free services to the public, including educational institutions, healthcare institutions, and social welfare organizations that support children, women, the elderly, and persons with disabilities, shall be imported free of the social development levy. Furthermore, goods donated to organizations providing emergency aid to those affected by natural or human-made disasters, as well as goods exempt under international agreements, are also exempt from this levy.

Organizations of Civil Societies Proclamation No. 1113/2019 significantly reformed the regulations governing NGOs and abolished previous restrictions on funding sources for local groups.[7] It allows communities to establish NGOs for any positive causes, including human rights advocacy, economic development, and environmental protection. This freedom provides a legal basis for formalizing community-based philanthropic initiatives and facilitating their access to resources and support.

Considering this and acutely feeling the global reality is acutely felt in Ethiopia the government further declared recently the national Ethio-Aid program, exemplifying the government's push towards enhanced self-reliance. Established as a national disaster response mechanism, particularly in light of reduced international assistance, Ethio-Aid also intends to mobilize domestic resources to address emergencies. It allocates 3% of the national budget annually, a substantial sum of approximately 45 billion ETB, and actively encourages contributions from citizens, institutions, and organizations. This policy framework signals a clear national priority: moving away from dependency and towards strengthening domestic capacity and sovereignty. The CtGA program operates in direct alignment with this national strategy, equipping CSOs with the skills to contribute to this ecosystem of local resource mobilization.

[6] Ministry of Finance (Ethiopia). (2024). Directive No. 1023/2024: A directive to exempt goods from social welfare levy imposed on import of goods (in Amharic). Ministry of Finance. https://www.mofed.gov.et/media/filer_public/50/6e/506e271d-0d50-4f63-bc83-0fc78a732eb1/1023_kamaahebaraawi_lemaate_qarathe_natzaa_yatadaragu_eqaawocene_lamawasane_yawathaa_mamariyaa_quthere_1023_2017.pdf
[7] Ministry of Labor and Social Affairs (Ethiopia). (2019). Proclamation No. 1113/2019: Organizations of civil societies proclamation (in Amharic). http://www.mom.gov.et/wp-content/uploads/2020/02/Proc-No.-1113-2019-Organizations-of-Civil-Societies.pdf

Beneath these policy layers lies a deep-seated cultural foundation for CtGA's work. A recent study funded by Giving for Change (GfC) on Community Philanthropy in Ethiopia and its Contribution to Social Justice and National Development showed evidence that the concepts of giving, mutual aid, and collective action are deeply embedded in Ethiopian society.

The Bahir Dar CoP Manager from Robit described it as '**Highly adaptable**,' noting that trainers used local fundraising norms (market bazaars, funeral contributions) and integrated customary leadership structures. "**There is synergy between CtGA's goals and national development priorities.**"

The study documents a vast array of formal and informal philanthropic practices such as informal systems: -Long-standing traditions like Iddir (mutual aid associations for funerals and emergencies), Iqub (rotating savings and credit associations), Debo (collective labor for farming or construction), and Wenfel (community contributions for individuals in need) are widespread. These systems are built on social consensus, trust, and shared responsibility.

Formal structure including CBOs, faith-based institutions, women's and youth associations, and corporate social responsibility (CSR) initiatives from national businesses. The study found that communities mobilize resources to address immediate needs (e.g., building a classroom, renovating a house for a vulnerable family), support advocacy and awareness campaigns, and protect human rights. The motivations are often rooted in religious teachings, a sense of civic duty, and a collective desire for social justice and development. However, the study also identified significant challenges, including a lack of structured strategies, limited awareness of modern fundraising techniques, and a reliance on ad-hoc initiatives. This is where CtGA provides critical value: it builds upon these innate cultural strengths by providing structure, strategy, and professional skills. It transforms spontaneous generosity into strategic financial sustainability and turns traditional community organizing into powerful, systematic advocacy.[8]

Therefore, the CtGA program does not introduce a foreign concept but rather nurtures and professionalizes a deeply ingrained Ethiopian practice. It aligns with national policy (Ethio-Aid) and responds to global trends (localization) by empowering CSOs to harness the power of their own communities. The CtGA model is perfectly positioned within this global context, offering a practical, proven methodology for organizations to achieve greater financial autonomy and drive the change they want to see.

3.2 Socio-demography of the participants

3.1.1.1 Sex of respondents

Table 3 Sex of the respondents

Gender	MS (n=24)	LFR (n=38)	Total (n=62)
Female	8 (33.3%)	9 (23.7%)	**17 (27.4%)**
Male	16 (66.7%)	29 (76.3%)	**45 (72.6%)**
Total	**24 (100%)**	**38 (100%)**	62 (100%)

[8] Final Report, 2024. Understanding the concept and practice of Community Philanthropy in Ethiopia and its contribution for social justice and national development. Development Expertise Center. Unpublished study.

3.1.1.1 Location, partner type, year, and respondent role

Table 4 Partner type

Partner Type	No of partner type (Percentage of Total (%)
GfC	7 (36.8%)
Other	8 (42.1%)
Match funding partner	3 (15.7%)
Wilde Ganzen Foundation	1 (5.2%)
Total	19 (100.0%)
Mixed (Wilde Ganzen Foundation and Match Funding)	1 (5.20%)
Mixed (GfC and Match Funding)	10 (52.6%)

The distribution of partner affiliations varies between the LFR and MS trainings. For LFR, the largest group of respondents came from organizations partnered with GfC and Match Funding (44.7%), followed by Other non-affiliated partners (28.9%). For MS, the GfC and Match Funding group also constituted the largest share of respondents at 33.3%.

Looking at location, most respondents were urban-based (70.8% MS; 85.7% LFR), while rural participants accounted for 16.7% in MS and 11.4% in LFR, and semi-urban respondents represented 12.5% in MS and 2.9% in LFR. Regarding respondent roles, the majority were expert (66.7% in MS; 62.9% in LFR), with leadership representation slightly higher in LFR (37.1%) compared to MS (33.3%) (See table 5).

Table 5 Background of respondents

Category	Name of partner/s	MS Respondents (n=24)	LFR Respondents (n=38)
Partner Type	GfC and Match Funding	8 (33.3%)	17 (44.7%)
	Other	3 (12.5%)	11 (28.9%)
	Wilde Ganzen Foundation	1 (4.2%)	4 (10.5%)

Category	Name of partner/s	MS Respondents (n=24)	LFR Respondents (n=38)
	Wilde Ganzen Foundation and Match Funding	1 (4.2%)	2 (5.3%)
	Match funding partner		3 (7.9%)
	Wilde Ganzen funded projects		1 (2.6%)
Location	Urban	18 (75.0%)	30 (79.0%)
	Rural	4 (16.7%)	7 (18.4%)
	Semi-urban	2 (8.3%)	1 (2.6%)
Respondent Role	Leadership (Manager, Director, etc.)	8 (33.3%)	16 (42.1%)
	Staff (Officer, Other)	16 (66.7%)	22 (57.9%)

3.1.1.1 Size of the organizations

The participating organizations were categorized into small, medium, and large institutions across both training types, as shown in Figure 3. The majority of LFR participants (63.2%) came from medium-sized organizations with 10–49 employees, followed by large organizations with 50 or more staff (21.0%) and smaller ones with fewer than 10 employees (15.8%). Similarly, for MS participants, most (62.5%) were from medium-sized organizations, while large organizations accounted for 20.8% and small ones for 16.7%.
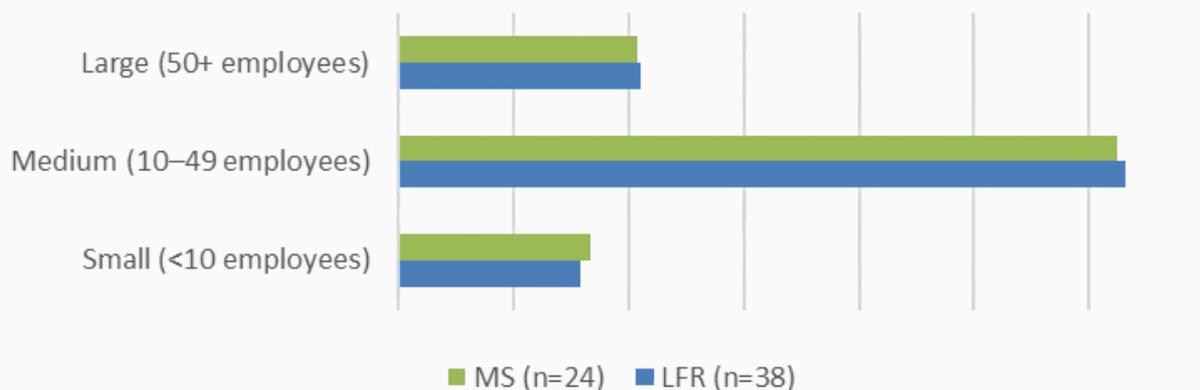
Figure 2 Size of organizations by training type

3.1.1.1 Role of respondents

Respondents were also categorized by their roles within organizations, as presented in Table 5. Among LFR participants, the largest share was fundraising or resource mobilization officers (36.8%), followed by managers and directors (26.3%), and other staff (26.3%), with advocacy and communication officers making up 10.5%. For MS participants, fundraising or resource mobilization officers again made up the largest group (37.5%), followed by managers and directors (29.2%), and a higher proportion of advocacy and communication officers (25.0%). Only 8.3% of MS respondents came from other staff categories.

Figure 3 Role by training type

Regarding participation in training, the gender distribution among staff from the 19 organizations interviewed shows that male staff are slightly higher (51.3%) than female staff (48.7%). A total of 380 participants were trained, with an average of 6.6 males and 6.3 females per organization (Table 6).

Table 6 Trained staff from 19 organizations reported by gender

Category	Male	Female	Total
Total Participants	195 (51.3%)	185 (48.7%)	380 (100%)
Average participants per organization	6.6	6.3	12.9

Reasons for the difference in training gender

However, the thematic analysis of reasons for gender imbalance (Table 7) revealed several barriers. The most frequently mentioned reason was the limited number of female staff in organizations (27.4%), followed by workload and time constraints that discourage female participation (22.6%). Some respondents (25.8%) also noted that women were generally not assigned or willing to take part due to broader issues such as low awareness and limited inclusion in organizational activities. On the other hand, a smaller proportion of responses indicated equal participation between genders (14.5%) or even a perception that females were more favored in training opportunities in certain contexts (9.7%) where some of the organizations were female-only. One of the KII who justified the imbalance was presented as follows:

"Awareness gaps and unequal participation were noted in Liben Chukala, where some groups faced initial resistance to local mobilization."

Conversely, other participants mentioned that the female number was much higher due to special attention to women's participation

"The CoP Leader in Bedele stated their membership is largely composed of women and youth, and the training 'capacitated all members.'"

Several reasons were provided in an interview, as presented in Table 7 below.

Table 7 Reasons for gender imbalance

Key reasons provided by respondents	Frequency	%
Female staff gap "Low number of females in our organization," "lower number of female staff," "no females at a managerial or directorial level."	17	27.42
Workload and time shortage "Female, due to work burden," "workload," "females are not volunteers."	14	22.58
There is equal participation. "Equal," "They were equal."	9	14.52
Females are more favored. "Females are more valued in the organization under study is to empower such marginalized ones," "our group is a women's group," "All staff are women."	6	9.68
Generally, female is not assigned and willing due to "Low female participation in all activities," "Females were not assigned. And a lack of female awareness.	16	25.81
Total	**62**	**100**

3.3 LFR Impact Assessment

3.3.1 Financial and resource impact of LFR training

3.3.1.1 Self-reported change in the ability to conduct fundraising activities after the LFR training, by partner type.

According to data in Table 8 below, findings show that 13(65%) of organizations reported their fundraising ability "improved a lot," while 6(30%) noted "some improvement," and only one organization (5%) reported "no change." The greatest improvements were observed among GfC and Match Funding partners (7 organizations) and Wilde Ganzen Foundation partners (4 organizations), indicating that these groups experienced the most substantial capacity improvement. Conversely, "Other" partners reported more modest progress, with most falling under "improved a little. This suggests that the existing partnerships are more effective in strengthening local fundraising (LFR) capacity.

The CoP Manager from Kunzla reported that some CSOs saw a '20% to 50% increase in locally mobilized cash contributions' within 6–12 months of training.
"One community raised above ETB 500,000 through a community harvest festival, compared to ETB 200,000 in previous years."

Table 8 Change in LFR ability by partner type

Partner Type	Improved a lot	Improved a little	No change	Total (N Orgs)
Mixed (GfC and Match Funding)	7			7
Wilde Ganzen Foundation	4	1		5
Match funding partner		2		2
Other	1	3	1	5
Mixed (Wilde Ganzen Foundation and Match Funding)	1			1
Total	**13**	**6**	**1**	**19**

3.3.1.2 Diversification of funding sources by location

The data in Table 9 below show the extent to which organizations in different locations diversified their funding sources after the CtGA training. Among the 38 LFR respondents from 19 organizations, all respondents from rural (100%) and semi-urban (100%) locations reported that their organizations now have more varied funding sources since the training. Among urban respondents, the vast majority (93.8%) indicated increased diversity in funding, while only 6.2% reported no change. Overall, 36 out of 38 respondents (94.7%) reported that their organizations successfully diversified their funding sources, highlighting the strong and widespread impact of the program in strengthening financial sustainability.

Table 9 Diversification of funding sources by location

Location	Yes, we now have more varied sources	No, sources remain the same	Total
Urban	30 (93.8%)	2 (6.2%)	32
Rural	5 (100%)	0 (0%)	5
Semi-urban	1 (100%)	0 (0%)	1
Total	36 (94.7%)	2 (5.3%)	38

Case story of Wolaita Kale Heywet Church - Terepeza Development Association (WKHC-TDA)

Founded in 1987 as a local NGO with a strong church-based foundation, WKHC-TDA has served underprivileged families in Wolaita and neighboring zones for decades, working across poverty reduction, environmental protection, and community-driven development.

Guided by its 2023-2027 strategic plan, WKHC-TDA aims to expand its programs and contribute to sustainable development outcomes, with a long-term vision of empowering women, men, children, and youth economically and socially in Ethiopia by 2030. The organization works in close collaboration with communities, faith structures, government actors, and development partners, and plans to directly support around 80,000 households. This ambition is backed by a projected program budget of approximately 420 million ETB, largely financed through donor contributions and complemented by income from social enterprises.

Before participating in CtGA training, WKHC-TDA already had substantial technical capacity and long experience in natural resource management, community mobilization, and institutional capacity building. The organization had worked with multiple international partners, including CFGB, the EU, Tearfund, and several embassies. However, like many local CSOs, it remained heavily dependent on overseas funding, which made its financial base fragile and exposed to external shocks. Local fundraising, advocacy, and lobbying were recognized as important but remained challenging and insufficiently systematized.

Previous capacity-building initiatives had mainly focused on technical program delivery, leaving notable skill gaps in advocacy, lobbying, and structured local resource mobilization. Participation in the CtGA training, which was attended in person, introduced a new way of thinking about sustainability and local ownership. The training was described as highly participatory, creative, and motivating, and it encouraged staff to rethink the organization's relationship with communities, authorities, and local contributors.

Following the training, WKHC-TDA began applying CtGA principles in concrete ways. Community mobilization for local fundraising was strengthened through food grain collection, cash contributions, and in-kind support such as clothing. These locally mobilized resources contributed directly to visible development outcomes, including the construction of houses for homeless households and persons with disabilities, the development of community roads linking kebeles, and the establishment of water points, schools, and community-level administrative offices.

At an institutional level, the organization introduced new practices by forming joint community, government committees to identify and pursue lobbying agendas. Skills and approaches gained through the CtGA training were cascaded to community representatives and selected community members, reinforcing collective engagement in advocacy and development planning. While progress in lobbying and local fundraising required sustained effort and time, these changes marked a clear shift toward more participatory and locally anchored approaches.

One of the most significant outcomes emerged in response to funding constraints. Shortly after the CtGA training, external funding declined sharply. In response, WKHC-TDA established a dedicated department for local fundraising and resource mobilization, demonstrating a strategic commitment to long-term financial sustainability. The organization also strengthened collaboration with like-minded CSOs, creating opportunities to jointly finance ongoing development initiatives and community centers. The communities in which WKHC-TDA operates face deep economic constraints, limiting the scale of resources that can be mobilized locally. In addition, the end of certain projects made it difficult to retain skilled staff. Despite these constraints, the organization reported no major difficulty in integrating new knowledge and approaches into daily operations, reflecting a strong institutional culture of learning and continuous improvement.

Several enabling factors supported these outcomes. Externally, emerging government policies, technological advances, and new coordination platforms created opportunities for engagement, even as global crises, including inflation and conflict, reduced overall funding availability. Internally, strong leadership commitment and highly motivated staff played a critical role in sustaining momentum under challenging conditions. CtGA training materials were actively institutionalized through a centralized data management system, with selected materials translated into local languages to enhance understanding and practical application.

The experience of WKHC-TDA therefore displays how the CtGA approach can strengthen long-established local organizations by supporting a shift from external dependency toward greater local ownership and sustainability.

3.3.1.3 Attributing increased funds to LFR training by respondent location

The evaluation also examined whether respondents from different locations attributed an increase in the variety of funding sources to the training across different locations. The chi-square test result (χ^2 = 3.62, df = 8, p = 0.890) indicates no statistically significant association between respondents' location and the extent to which they attribute increased funds to the LFR training, and accordingly, the difference in the perceptions of LFR's contribution to fundraising improvements was consistent across rural, semi-urban, and urban respondents.

3.3.1.4 Contribution of the LFR training to the increase in locally or nationally raised funds and in-kind contributions

As it can be seen from Table 10, the training had a contribution to fundraising capacity and diversification of participants' ability to raise funds. Nearly all respondents (97.4%) reported an improvement in their capacity to mobilize local resources, with 78.9% attributing increased funds directly to the training. Skills and confidence were also enhanced, with 97.4% agreeing that they had the right skills and felt confident in raising funds. Diversification improved significantly, with 94.7% reporting access to more varied sources of income. The most common resources mobilized were in-kind donations (71.1%), cash donations (68.4%), community volunteers (47.4%), and corporate sponsorships (42.1%).

Table 10 Contribution to fundraising capacity and diversification

Variables used to measure contribution	Endline Value Freq (%)
Change in the ability to raise funds locally	Improved a lot / a little: 37 (97.4%)
Attribution of increased funds to training	To a large / very large extent: 30 (78.9%)

Variables used to measure contribution	Endline Value Freq (%)
Personal skills and **Personal confidence (% agreeing)**	37 (97.4%) highly agree that they have the right skill 37 (97.4%) highly agree that they are confident in their ability to raise funds.
Diversification of funding sources	36 (94.7%) believe that they now have more varied sources:
Types of local resources mobilized	In-kind donations (goods/services): 27 (71.1%) Cash donations: 26 (68.4%) Community volunteers: 18 (47.4%) Corporate sponsorships: 16 (42.1%)

3.3.1.5 Perceived change in fundraising ability post-training

Respondents reported that their organization's ability to raise funds improved significantly after the training. The data indicate that the majority of respondents experienced a positive change in their ability to raise funds locally. Specifically, 76.32% reported that their fundraising capacity had improved a lot, while 15.79% indicated it had improved a little and 5.26% and 2.63 remained neutral and no change respectively.

Table 11 Perceived change in fundraising ability post-training

How has your ability to raise funds locally changed?	Frequency & Percentage
Improved a lot	29 (76.32%)
Improved a little	6 (15.79%)
Neutral	2 (5.26%)
No change	1 (2.63%)
Total	38 (100.00%)

3.3.1.6 The total financial impact (cash and in-kind) raised through LFR programs

The total value of funds raised through local fundraising programs was substantial. Organizations reported raising 158.5 million ETB in cash and 29.4 million ETB in in-kind contributions, leading to a combined financial impact of 188.0 million ETB (Table 12).

Figure 4 Total fund-raised summary of self-reported data

Case Study for CSO (Live for Generation) after the CtGA training

Live for Generation is a relatively young association. It started as a youth club in 2015 and was formally registered in 2017 with the vision of developing effective leaders and promoting volunteerism among young people.

Before the CtGA training, the organization was operating with only three staff members. As one staff member explained, "We knew how to run projects, but we had no real skills in fundraising or strategy." Their fundraising efforts relied mainly on small international grants, while local partnerships remained very limited. Board governance was also weak, with roles and responsibilities not clearly defined. The team admitted that they had an outdated strategic plan, which, in their words, "was more of a document on paper than a guide for action."

Previous capacity-building opportunities had been rare and shallow. They recalled attending a one-day grant-writing workshop two years earlier, but according to the director, "nothing changed after that, because there was no follow-up or support." Staff also noted that they struggled with time management and that there was resistance to change in some areas of the organization.

Against this backdrop, the director and two staff members joined the CtGA training. Leadership support was strong; the director was present throughout the sessions and often encouraged staff to ask questions. One staff member reflected, "For the first time, we felt we were learning something that we could immediately use." They began applying the proposal-writing techniques to ongoing projects even before the training had finished.

The results were encouraging. After the training, secured three new grants amounting to more than 2.5 million ETB. They also expanded their donor base by experimenting with digital outreach, which helped attract small but steady recurring donations.

Still, the changes were visible. Increased confidence in approaching donors, while the organization is being noticed by community members and improved capacity.

The improved relationship with local leaders has also been one of the enabling factors supported this growth. The local administration provided community halls free of charge, reducing costs for meetings and events. And the commitment of youth volunteers stood out as a core strength, keeping the organization active and visible even when resources were scarce. The CtGA training gave them practical tools and renewed energy. As their director summarized: -

We are not yet where we want to be, but for the first time, we know the direction.

3.3.1.7 Total funds raised by all surveyed organizations (Cash + In-Kind, in ETB)
The data shows a strong and consistent upward trend in total funds mobilized by the cohort of organizations following their engagement in CtGA training, with a significant increase observed from 2022 onwards (See table below).

Table 12 Funds raised by all surveyed organizations (Cash + In-Kind, in ETB)

	2016	2021	2022	2023	2024
In cash	6,387,114	16,900,000	36,312,714	47,147,379	51,812,229
In kind		5,937,650	11,782,700	1,597,000	10,239,200

The data show that medium-sized organizations (10–49 employees) reported the highest level of success in local fundraising, with 16 (42.1%) reporting high success and 7 (18.4%) reporting moderate success. Large organizations (50+ employees) followed, with 4 (10.5%) highly successful and 2 (5.3%) moderately successful. Small organizations (fewer than 10 employees) showed the lowest performance, with only 2 (5.3%) highly successful and 4 (10.5%) moderately successful. Overall, 57.9% of all organizations rated their local fundraising efforts as highly successful, 34.2% as moderately successful, and only 7.9% as somewhat successful

Table 13 Comparison of the size of the organization and fundraising success

Organization Size	Highly successful	Moderately successful	Somewhat successful	Grand Total
Large (50+ employees) (n=6)	4 (10.5%)	2 (5.3%)	0 (0%)	6 (15.8%)
Medium (10–49 employees) (n=25)	16 (42.1%)	7 (18.4%)	2 (5.3%)	25 (65.8%)
Small (<10 employees) (n=7)	2 (5.3%)	4 (10.5%)	1 (2.6%)	7 (18.4%)
Grand Total	22 (57.9%)	13 (34.2%)	3 (7.9%)	38 (100%)

3.3.2 Organizational long-term impact

3.3.2.1 Financial sustainability by training year
The evaluation analyzed organizations' perceptions of financial sustainability following the training across different cohorts. The 2023 cohort reported the strongest results, with 91.7% indicating their projects were significantly or moderately sustained, followed by the 2021 cohort at 85.7%. The 2022 group also showed 70% reported sustainability. The earliest 2016 cohort demonstrates long-term impact (66.7%), still perceiving sustained benefits. The most recent 2024 cohort reflected the lowest rate at 50%, given the limited time since implementation (Table 14).

However, the chi-square test (χ^2 = 67.05, df = 51, p = 0.065) indicates no statistically significant association (p > 0.05) level between the year(s) of LFR participation and financial sustainability outcomes. The differences are therefore not strongly dependent on the year of participation.

The CoP Leader from Bedele cited "**improved transparency, accountability, and commitment. CBOs developed basic financial guidelines and used simple accounting tools taught during training.**"

Table 14 Financial sustainability by training year

Training Year	Yes, significantly	Yes, slightly / No	Total
2016	2 (66.7%)	1 (33.3%)	3
2021	6 (85.7%)	1 (14.3%)	7
2022	7 (70.0%)	3 (30.0%)	10
2023	11 (91.7%)	1 (8.3%)	12
2024	3 (50.0%)	3 (50.0%)	6

Case Story of Burka Galana Community of Practice

The case of the Burka Galana Community of Practice (BG-CoP) shows the impact of the CtGA training model in Ethiopia and its contribution to strengthening local fundraising and organizational capacity. The organization, based in Holeta Town Administration, was established in 2021 and has actively participated in CtGA training for the past four years. Through this engagement, it has expanded its membership base and broadened its services in key community sectors such as construction, education, and health.

Before participating in the CtGA program, BG-CoP faced multiple organizational and operational challenges. While the organization had emerging potential and community trust, it lacked strong institutional systems, governance structures, and effective communication mechanisms. Performance gaps were evident in areas such as staff participation, relationship management, and resource mobilization. Previous experiences with capacity-building programs had been limited and fragmented, providing little practical support for sustainability. The CtGA training, however, provided a more holistic and participatory approach, combining in-person and blended learning formats. Staff engagement during the training was high, and leadership remained actively supportive throughout the process, ensuring that learning outcomes were integrated into management decisions and practice.

Following the training, the organization undertook a series of strategic and operational improvements. It introduced new fundraising and financial management strategies, improved time management and community engagement, and enhanced stakeholder collaboration. In addition, it implemented several institutional reforms, such as the development of new by-laws, planning and reporting tools, and localized regulations, to ensure greater accountability and program efficiency. These measures contributed to better project implementation and improved coordination with both governmental and non-governmental actors.

Despite these advances, some challenges persisted, particularly around monitoring and compliance mechanisms, the enforcement of by-laws, and resource mobilization at the community level. Post-training observations revealed substantial progress in fundraising performance, donor relations, and financial stability. The organization reported stronger external linkages, increased confidence in engaging with donors, and improved capacity to mobilize internal and external resources.

Moreover, externally, the organization benefited from a cooperative relationship with government bodies, local stakeholders, and development partners who facilitated its project implementation and capacity growth. Internally, strong leadership commitment, motivated staff, and a collaborative organizational culture played a decisive role in applying the lessons learned. The training materials and tools provided by CtGA were actively utilized. These achievements indicate that CtGA training directly enhanced the organization's sustainability and long-term operational effectiveness and compelling evidence that empowering local organizations to become more resilient, resourceful, and self-reliant actors in community development

3.3.2.2 The extent to which LFR contributed to the financial sustainability of organizations

Among the respondents, 81.3% believe their projects are either significantly or moderately sustained, reflecting a strong perception of financial stability among participating organizations. In terms of funding sources, local contributions emerged as the dominant source, reported by 65.8% of organizations, followed by foreign sources 9 (24%) and national sources (10.5%). Altogether, 76.3% of organizations reported that their main sources of income were local or national

Table 15 Extent of contribution to financial sustainability

Variable	Value (Freq %)
Perceived financial sustainability	26 (81.3%) believe that projects are significantly/moderately sustained.
Main source of income	Local sources: 25 (65.8%) Foreign sources: 9 (24%) National sources: 4 (10.5%) Total:38 (100%)
Proportion from local/national sources	Average: 76.3%

3.3.2.3 Diversification of funding sources post-training

The data in Figure 5 shows that the CtGA training has been highly effective in promoting the diversification of funding sources, a key factor for financial sustainability. Following the training, 94.7% of organizations reported that they now have more varied sources of funding, while only 5.3% indicated that their funding sources remained the same.
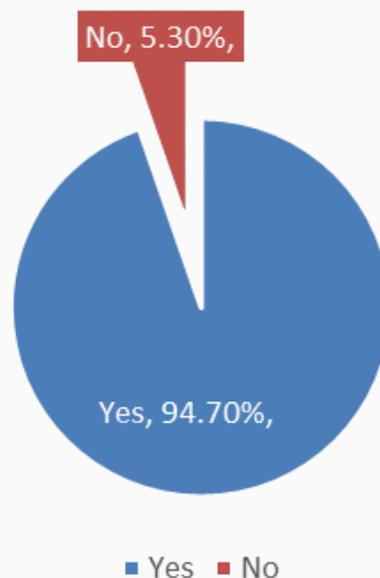

Figure 5 Diversification of funding sources post-training

3.3.3 Factors influencing success and challenges

The analysis found that structure (such as partner type) and internal organizational dynamics (such as leadership involvement) were the predictors of successful fundraising. Conversely, external challenges posed major barriers, including limited community trust and awareness to raise funds in organizations where such funds were intended for PWDs, political instability and security risks, insufficient funds to run campaigns, and volunteer workload pressures. In addition, among the common themes identified across KIIs participants from Addis Ababa, generalized common ones:

"Challenges included 'limited internet access, low literacy levels, cultural hesitation in fund solicitation, and competition for local resources' leading to donor fatigue.

Staff time constraints and resistance to change were noted also noted.

3.3.4 Comparative and contextual analysis of LFR training outcomes

3.3.4.1 Analysis by partner type

Organizations linked to both Wilde Ganzen Foundation and Match Funding scored the highest across all measures, achieving perfect averages in fundraising success (5.0), strategy implementation (5.0), and usefulness of training (5.0). Similarly, GfC and Match funding partners reported high performance with strong averages (4.9 and 4.1) and 100% diversification of funding. In contrast, organizations in the "Other" category reported lower averages (3.8 in fundraising success and 3.4 in strategy implementation) and a smaller proportion (80%) with diversified funding.

Table 16 Comparison of outcome by partner type

Partner Type	N (Orgs)	Avg. Fundraising Success	Avg. Strategy Implementation	% Diversified Funding	Avg. Usefulness of Training
GfC and Match Funding	7	4.9	4.1	100%	4.4
Wilde Ganzen Foundation and Match Funding	7	4.9	4.1	100%	4.4
Wilde Ganzen Foundation	1	5	5	100%	5
Match funding partner	4	3.9	3	100%	4.3
Other	2	3.5	3	100%	4.5
Overall / Average	5	3.8	3.4	80.00%	3.2

3.3.4.2 Analysis by leadership involvement

The LFR outcomes by leader involvement (N=38) show that overall participants reported high fundraising success (avg. 4.5) and effective implementation of LFR strategies (avg. 3.95), with nearly all (94.7%) achieving diversified funding sources. Non-lead roles are slightly better than leaders' involvement in fundraising success (4.64 vs. 4.31) and diversification (100% vs. 87.5%), suggesting that broader team engagement and operational roles may translate training into practice more readily. However, leaders rated the usefulness of training higher (4.38 vs. 4.09), indicating that they found the content more strategically valuable. In both groups, the majority reported that their ability to raise funds "improved a lot" (overall 73.7%), with a somewhat higher proportion among non-leaders (77.3%) (See table 17). This finding was not statistically significant.

Table 17 Comparison of outcomes by leadership involvement

Leader involvement	Responses	Avg fundraising success	Avg implementation of LFR strategies	% diversified funding sources	Avg usefulness of training	% "Improved a lot"
Leadership roles	16	4.31	3.94	87.50%	4.38	68.80%
Non-lead roles	22	4.64	3.95	100.00%	4.09	77.30%
Total	38	4.5	3.95	94.70%	4.21	73.70%

Scoring: Fundraising success (Highly=5, Moderately=4, Somewhat=3); Implementation/usefulness (Very large=5, Large=4, Neutral=3, Small=2, Very small=1). Usefulness = face-to-face rating when present, otherwise online rating. Leader mapping used (n=16)

3.3.4.3 Perceived sustainability impact by leadership involvement

The distribution of perceived financial sustainability of projects following CtGA training among roles Fundraisers/Resource Mobilization Officers reported the highest proportion achieving significant sustainability (91.7%), followed by Managers (71.4%), Other roles (50.0%), Advocacy/Communication Officers (25.0%), and Directors (14.3%) (Table, 18). The Pearson Chi-Square value (22.55 with 12 degrees of freedom and a p-value of 0.032), with (p-value is less than 0.05), indicates a statistically significant association between organizational role and perceived financial sustainability of projects.

Table 18 Perceived sustainability impact by leadership involvement

Role in Organization	No	Yes, moderately	Yes, significantly	Yes, slightly	Total (n, %)
Advocacy/Communication Officer		2 (50.0%)	1 (25.0%)	1 (25.0%)	4 (10.5%)
Director	2 (28.6%)	1 (14.3%)	1 (14.3%)	3 (42.9%)	7 (18.4%)
Fundraiser/Resource Mobilization Officer		1 (8.3%)	11 (91.7%)		12 (31.6%)
Manager		1 (14.3%)	5 (71.4%)	1 (14.3%)	7 (18.4%)
Other		2 (25.0%)	4 (50.0%)	2 (25.0%)	8 (21.1%)
Total	**2**	**7**	**22**	**7**	**38 (100%)**

Story of Bedele Community Practice

Bedele Community Practice is a vibrant, community-driven organization based in Bedele City, Oromia Region. The organization brings together 36 committed members, equally represented by men and women, all of whom are actively involved in its activities. Beyond its formal membership, the organization mobilizes the energy of more than 65 volunteers across the town, reflecting strong community trust and participation. Today, the organization holds fixed assets valued at more than 1.5 million Ethiopian birr, a milestone that reflects a remarkable transformation from its early beginnings.

Before participating in the CtGA training, Bedele Community Practice relied almost entirely on its human capital. Members contributed small amounts of money from their own pockets to cover basic expenses, and the organization had no significant financial resources or structured fundraising mechanisms. While motivation was present, there was a prevailing sense of dependency, both within the organization and in the wider community, with many expecting external actors to lead and finance development initiatives.

The organization had not previously participated in any structured capacity-building or fundraising training. CtGA therefore represented a first-of-its-kind opportunity. All members participated fully in the training, attending in-person sessions and engaging actively throughout the process. Motivation levels were high, and leadership support was strong, creating an enabling environment for learning and collective reflection.

One of the most significant shifts following the training was a change in mindset. The dependency attitude that once characterized both members and community engagement was gradually replaced by a sense of ownership, confidence, and local responsibility. Inspired by the training, the organization adopted a deliberate strategy of working closely with the community. Members mapped Bedele's four kebeles and 20 ketenas and held meetings with kebele managers, ketena leaders, and influential community representatives. During these discussions, they shared the organization's vision, mission, and development plans, building trust and shared commitment. Community leaders not only pledged their support but also helped mobilize others to participate in collective action.

The CtGA training also strengthened the organization's approach to stakeholder engagement. Members began intentionally identifying and engaging partners based on shared interests, including government institutions, NGOs, private donors, business people, and religious organizations. This strategic approach replaced earlier ad hoc efforts and laid the foundation for sustainable collaboration.

These changes led to several early achievements. Proposal quality improved noticeably, staff confidence in engaging donors and partners increased, and the organization became better able to explain why its work mattered and how it created value.

The results of these changes were both rapid and tangible. Local fundraising and mobilization of support improved dramatically, leading to what members themselves describe as transformative achievements. From having almost no financial resources, the organization-built assets valued at over 1.5 million Ethiopian birr. It secured three hectares of land from the Office of Land Management for cereal crop production. One of the most visible accomplishments was the construction of a community library, with a total cost of 8 million Ethiopian birr, half of which was mobilized directly by the organization, while the remaining support came from the municipal government.

In addition, the organization established farm areas for fruit production and modern beekeeping, both of which are now operational. Over three consecutive years, members and volunteers built and renovated more than 15 houses for poor households and conducted repeated environmental cleaning campaigns across the town. Through voluntary youth groups registered under the organization, more than 800 seedlings of edible and environmental plant species were planted, contributing to environmental protection and local livelihoods.

Several enabling factors supported this success. Strong leadership, high member commitment, and a culture of collective responsibility provided a solid internal foundation. Externally, cooperation with government offices, municipal authorities, and community leaders created space for action and legitimacy. However, members consistently emphasized that the CtGA training played a decisive role. It helped organize existing capacities, align stakeholders, and turn motivation into structured action. In their view, CtGA had the lion's share in transforming scattered efforts into coordinated, productive, and sustainable community development initiatives.

3.4 MS Impact Assessment

3.4.1 Advocacy and MS Impact

3.4.1.1 Contribution of the CtGA MS online and classroom courses to advocacy, lobbying, and MS efforts?

The comparison of CtGA MS training modalities reveals that face-to-face training was the dominant and most impactful format, with 83% of participants trained in person, compared to 8% online and 8% through a blended approach. Participants who received face-to-face training led an average of 5.1 advocacy campaigns, higher than those trained online (4.0) and substantially more than those with blended training (1.5). (See table 19)

Perceived usefulness of training was high overall (4.6/5), with blended training rated highest (5.0), followed by face-to-face (4.6) and online (4.0). On average, integration of MS strategies into participants' work was rated 3.9/5, showing a moderate to strong extent of practical application. Importantly, 83% of respondents reported training others.

As witnessed by the facilitator during rolling out to the community, "For MS training, face-to-face training remains the most effective for driving advocacy, lobbying, and MS, which gave us a lifelong contextual lesson in our new organization," KII from Derashe.

Table 19 Comparison of the contribution of online and classroom MS training to advocacy, lobbying, and MS

Metric	Result (n=24)
Training modality	Face-to-face only: 83% (20/24); Online only: 8% (2/24); Both: 8% (2/24)
Average advocacy campaigns led [9]	Overall: 4.4
Average campaigns by modality	Face-to-face: 5.1; Online: 4.0; Both: 1.5
Average usefulness of training	Overall: 4.6/5(High perceived value)
Usefulness by modality [10]	Face-to-face: 4.6 Online: 4.0; Mixed: 5.0
Integration of MS strategies[11]	Overall: 3.9/5(Between large to very large extent on average
Trained others using CtGA methods	83% reported "Yes"

3.4.1.2 Tangible successes of organizations in MS after the training

The MS training led to several tangible successes among participating organizations, with the majority 79% citing increased community participation, evidenced by city-wide clean-ups and large-scale volunteer mobilization. Similarly, 75% established new partnerships with local government, religious institutions, CSOs, and the private sector, while 71% engaged more frequently with officials through regular meetings at the mayoral, kebele, and woreda levels.

Half of the organizations gained increased media visibility through local TV and radio coverage of their campaigns. Some also achieved practical gains such as licensing and land ownership (33%) and improvements in infrastructure and service delivery (25%), including libraries, classrooms, water points, bridges, roads, and electricity. Environmental and social contributions were also reported, such as tree planting and pro-poor housing initiatives (17%). (See Table 20).

In addition, policy advocacy outcomes, such as influencing SHG regulations in Oromia in 2023 and initiating similar processes in other regions, were one of the outstanding seeds of the MS training translated into measurable community, institutional, and policy-level impacts.

[9] Advocacy campaigns: 0 = none; 1–2 = 1.5; 3–5 = 4; >5 = 6.
[10] Usefulness (1–5): 1 = Not useful; 2 = Slightly; 3 = Moderately; 4 = Very; 5 = Extremely useful
[11]Integration (1–5): 1 = Very small; 2 = Small; 3 = Moderate; 4 = Large; 5 = Very large extent.

Participant from Ethiopian Kale Hiwot Church Development program noted that: - **"The SHGs, as a result of this training, are now capable of demanding their rights. We have trained facilitators who continue to mobilize communities and maintain strong relationships with the government. The groups are progressing toward licensing and legalization and, critically, have gained access to loans, an area that was a major gap. They have now been able to mobilize and provide more than one million ETB in loans for each of their members, with support from both government and private financial institutions."**

Others also mention that the program strengthened advocacy by connecting efforts of CBOs with national and local development priorities. They linked the program to government initiatives like decentralization and poverty reduction, with some local government officers even attending sessions."

Table 20 Tangible successes after MS training

Tangible success	Share of respondents	Evidences
Community participation	79% (19/24)	City-wide clean-ups; broad volunteer mobilization for projects.
More meetings with officials	71% (17/24)	Regular sessions with mayor/kebele/woreda offices.
Increased media coverage	50% (12/24)	Local radio/TV coverage of campaigns.
New partnerships formed (Local govt, beneficiary groups, religious institutions, private sector, CSOs)	75% (18/24)	
Licensing/land owning	33% (8/24)	"Licensing and land permission/ownership," ground rules, per diem adjustments.
Infrastructure/service delivery	25% (6/24)	Community library, classrooms, water points, bridges/roads, and electricity.
Environment/green/social actions	17% (4/24)	Green legacy tree-planting, pro-poor housing,
Policy advocacy		(Development SHG regulation in Oromia and initiation of the process in other regions, Improved access to finance

3.4.1.3 Perceived impact on advocacy ability by partner type

Survey questions targeted to highlight how different partner types perceive changes in their advocacy and lobbying capacity since the CtGA training as shown in Table 21 reveals clear variation in the perceived impact on advocacy ability across partner types. All organizations under GfC and Match Funding (100%) and Wilde Ganzen Foundation and Match Funding (100%) reported a significant increase in advocacy capacity, indicating the strong effectiveness of these partnership models. Similarly, the single Wilde Ganzen Foundation organization also showed a 100% significant increase, suggesting positive outcomes despite the small sample size. In contrast, organizations categorized as Other exhibited more only 33.3% reporting a significant increase and 66.7% a moderate increase, showing in outcomes. Overall, across all 13 organizations, 76.9% reported significant improvement in advocacy ability, while 23.1% experienced moderate gains, showing that most partners perceived substantial capacity growth following their involvement.

Table 21 Perceived impact on advocacy ability by partner type

Partner Type	Increased Significantly	Increased Moderately	Total (N Orgs)
GfC and Match Funding	8 (100%)		8 (100%)
Other	1 (33.3%)	2 (66.7%)	3 (100%)
Wilde Ganzen Foundation	1 (100%)		1 (100%)
Wilde Ganzen Foundation and Match Funding	1 (100%)		1 (100%)
Total	10 (76.9%)	3 (23.1%)	13 (100%)

3.4.1.4 Perceived impact on advocacy ability by location

Organizations' perceptions of changes in advocacy ability by geographical location showed that all rural organizations (100%) reported a significant increase. Among urban organizations, 70.6% experienced a significant increase, 17.6% a moderate increase, 5.9% a slight increase, and 5.9% reported no change. Semi-urban organizations reported that 66.7% experienced a significant increase and 33.3% a moderate increase. (See table 22).

Table 22 Perceived impact by location

Location	Increased Significantly	Increased Moderately	Increased Slightly	Neutral	Total
Urban	12 (70.6%)	3 (17.6%)	1 (5.9%)	1 (5.9%)	17
Rural	4 (100%)	0 (0%)	0 (0%)	0 (0%)	4
Semi-urban	2 (66.7%)	1 (33.3%)	0 (0%)	0 (0%)	3

3.4.2 Organizational and long-term impact

3.4.2.1 Extent of MS strategy integration by respondent role
The finding revealed variation in the extent to which MS strategies were integrated across organizational roles. Overall, 39.4% of respondents indicated that the strategy was integrated to a large extent, 18.2% to a very large extent, while 27.3% remained neutral, and smaller proportions reported integration to a small (3.0%) or very small extent (3.0%). Managers and advocacy/communication officers reported the strongest levels of integration, with 87.5% and 75% respectively, citing a large extent, and additional proportions (12.5% and 25%) citing a very large extent. Fundraisers (40%) reporting very large extent, (30%), large extent, (20%), neutral, and 10% small extent. (See table 26).

The chi-square test confirmed a statistically significant association between organizational role and reported extent of integration (χ^2 = 64.11, df = 19, p < 0.001), indicating that perceptions of integration related to the trainee role status within the organization.

Beyond immediate advocacy gains, the training fostered mindset shifts and structural changes.

"The most significant long-term impact remains the change in mindset, moving the narrative from dependency on donors to proactive local problem-solving." "Shift toward community-owned design and diversified revenue sources was observed," as KII from Addis, added that the presence of growth in autonomy, but still needing external grants for large capital investments."

3.4.2.2 Impact MS only versus both LFR and MS courses on the ability to conduct advocacy and visibility
The impact of training between organizations that participated in only the MS course and those that attended both MS and LFR courses showed that 71.4% of MS-only participants reported high impact, while 28.6% reported medium or low impact. In contrast, all organizations that completed both courses (100%) reported high impact. Similarly, regarding influence on organizational visibility, 71.4% of MS-only participants reported high impact, compared to 100% of those who took both courses. (See table 23).

Table 23 Comparison of Impact for MS Only versus both LFR and MS Courses

Impact Indicator	High Impact[12]	Medium/Low Impact[13]	Total
Ability to conduct advocacy			
MS Only (N=21)	15 (71.4%)	6 (28.6%)	21
Both LFR MS (N=3)	3 (100%)	0 (0%)	3
Influence on visibility			
MS Only (N=21)	15 (71.4%)	6 (28.6%)	21
Both LFR and MS (N=3)	3 (100%)	0 (0%)	3

3.4.2.3 Number of advocacy campaigns led since training

According to Table 24, the number of advocacy campaigns led by organizations since the training. organizations from the 2016 cohort all led 3–5 campaigns (100%), showing consistent advocacy activity over time. The 2021 cohort led 14.3% led 1–2 campaigns, 14.3% led 3–5 campaigns, and the majority (71.4%) led more than 5 campaigns. In 2022, all organizations (100%) led more than 5 campaigns. The 2023 cohort showed similar patterns, with 12.5% leading 1–2 campaigns, 12.5% leading 3–5 campaigns, and 75% leading more than 5 campaigns. In contrast, the 2024 cohort had not yet led any campaigns (100%), likely due to the short time elapsed since training.

Table 24 Number of advocacy campaigns led since training, by training year

	0 Campaigns	1-2 Campaigns	3-5 Campaigns	>5 Campaigns	Total
2016			3 (100%)		3
2021		1 (14.3%)	1 (14.3%)	5 (71.4%)	7
2022				4 (100%)	4
2023		1 (12.5%)	1 (12.5%)	6 (75%)	8
2024	2 (100%)				2

[12] High Impact includes ratings like "Increased Significantly" and "To a large/very large extent."
[13] Medium/Low Impact includes all other ratings

3.4.3 Comparative analysis of MS training outcomes

3.4.3.1 Analysis by partner type

The comparative analysis of MS training outcomes by partner type shows that generally across all partner types, 75% of organizations reported gaining new partnerships, and the perceived usefulness of the training was very high (average 4.6 out of 5). The analysis shows that partners affiliated with both Wilde Ganzen Foundation programs and GfC demonstrated the strongest overall advocacy performance. On average, respondents led 4.4 out of 5 advocacy campaigns and achieved a relatively high integration of MS strategies (3.9 out of 5). Groups partnering with GfC and Match Funding showed the highest integration levels (4.5–5.0). GfC-only partners also performed strongly, leading an average of 5.2 campaigns with full partnership gains (100%). In contrast, single partners under only the Wilde Ganzen Foundation–Change the Game Academy (WG–CtGA) label showed lower campaign intensity (4.0) and no partnership expansion (Table 25).

According to the KIIs, comparisons reveal differences across locations and partner types. By partner type, multi-partner settings (e.g., Bedele) showed the most diversified and scaled outcomes, while newer cohorts in Addis showed promising early outcomes. By cohort, earlier training cycles (2021–2022) led to deeper institutionalization and fixed asset growth, while recent cycles (2023–2024) show better policy influence and measurable revenue gains

Table 25 Comparative analysis by partner type

Partner Type	N (Orgs)	Avg. Campaigns Led[1]	Avg. Strategy Integration[2]	% Gained New Partnerships	Avg. Usefulness of Training[3]	Avg. Relationship w/ Policymakers[4]
GfC and match funding	8	5.3	4.3	100%	4.6	4.9
Other	3	4	2.7	0%	4.3	3
Wilde Ganzen Foundation	1	4	3	0%	4	3
Wilde Ganzen and Match Funding	1	1.5	5	100%	5	5
Overall / Average	13	4.6	3.9	76.90%	4.5	4.4

Footnotes explaining all calculations[14]

[14] [1] Avg. Campaigns Led was calculated using the numerical scale: '0'=0, '1-2'=1.5, '3-5'=4, '>5'=6.

[2] Avg. Strategy Integration was calculated using a 5-point scale: 1="To a very small extent", 2="To a small extent", 3="Neutral", 4="To a large extent", 5="To a very large extent".

[3] Avg. Usefulness of Training was computed using a 5-point scale: 3="Neutral", 4="Very useful", 5="Extremely useful".

[4] Avg. Relationship w/ Policymakers was derived from a 5-point scale: 3="Increased slightly", 4="Increased moderately", 5="Increased significantly".

3.4.3.2 Analysis by leadership involvement

Comparative analysis by leadership involvement from among MS trained leaders indicated that senior leaders (managers, vice chairs; n=9) consistently reported higher outcomes than less involved staff (fundraisers, advocacy officers, others; n=15). When leaders involved 4.6 campaigns, 4.4 integration of strategies, and 89% success in gaining new partnerships seen, compared to averages of 4.2 campaigns, 3.9 integration, and 67% partnership gains among less involved staff. Key advocacy outcomes for leaders included licensing for official recognition, land rights, and community awareness, and involvement in greater strategic impact (See Table 26).

Table 26 Comparative analysis by role

Leadership Involvement	Responses	Average campaigns Led	Average integration of MS Strategies	% Gained new Partnerships	Average Usefulness of Training	Common Lobby Examples	Key Outcome Change Ability to Conduct Advocacy, Likert 1-5)
Leader Involved (Manager, Vice Chair)	9	4.6	4.4	89%	4.8	Licensing, land rights, community awareness	4.9 (Increased significantly)
Less Involved (Fundraiser, Advocacy Officer, Other)	15	4.2	3.9	67%	4.6	Library construction, environmental cleaning, disability rights	4.4 (Increased significantly)
Overall	**24**	**4.4**	**4.1**	**75%**	**4.7**	**-**	**4.6**

3.4.3.3 How has MS training influenced CSOs' relationships with policymakers, government, and the public?

MS training influenced CSOs' relationships with policymakers, government, and the public. On average, participants reported moderate to significant improvements in their relationships with policymakers (3.5/5), and significant gains in their ability to conduct advocacy (3.8/5) and mobilize public support (3.7/5). Practical outcomes included increased engagement with officials, with 71% of respondents holding more meetings, enhanced media visibility (50%), stronger community participation (79%), and the formation of new partnerships with local government, beneficiary groups, religious institutions, and other stakeholders (75%) (See Table 27).

Table 27 How MS training influenced relationships with policymakers, government, and the public

Relationship/Capability indicator	Result (n=24)
Relationship with policymakers	3.5(Increased moderately to significantly on average)[15]
Ability to conduct advocacy	3.8(Significant improvement overall)
Ability to mobilize public support	3.7(Significant improvement overall.)
More meetings with officials	71% (17/24)
Increased media coverage	50% (12/24)
Stronger community participation	79% (19/24)

3.5 Social Return on Investment (SROI)

The SROI analysis assesses the value generated by the CtGA training program by following a transparent and conservative methodology. The approach is guided by established frameworks from organizations UNDP and SOS Children's Villages, which measuring social outcomes in monetary terms to demonstrate accountability and impact.[16]

The analysis relied on two primary data sources: -
1. Program data providing information on the number of organizations trained, the cost of each training event, and the structure of the sessions.
2. Survey data on program outcomes, such as the total funds raised and the participants' self-reported success rate, are sourced directly from surveys conducted with the trained organizations and monetary value of the program impact from stakeholder and program record as presented in the table below.

[15] Table 24 is organization-weighted for a subset (N=13); Table 26 reflects all MS respondents (N=24)
[16]https://www.undp.org/sites/g/files/zskgke326/files/migration/eurasia/Appendix-SROI-methodology_ENG.pdf
https://www.sos-childrensvillages.org/getmedia/9afba3cc-06ea-44c9-bc31-68bbdf53490b/SOS-Children-s-Villages-Social-Impact_Methodology_2017.pdf

Table 28 Social value monetized from organizational impact

#	Impact Description	Annual Value (ETB)	Duration (Years)	Total Value (ETB)
1	Increased income for potato farmers	1,200,000	7	8,400,000
2	Legal status for SHGs in Adama	500,000	1	500,000
3	Overpasses/underpasses on Batu road	16,609,035	5	83,045,175
4	Clean water access in Liben Chukala	3,000,000	1	3,000,000
5	Fair wages for 12,500 flower workers	450,000,000	2	900,000,000
6	20 km road from Adulala to Kolbe Koticha	4,000,000	1	4,000,000
7	Satellite school in Robit Kebele	2,500,000	1	2,500,000
8	Reduced gunfire incidents	1,200,000	3	3,600,000
9	Land for 300 landless farmers	25,000,000	2	50,000,000
10	Support for 60 persons with disabilities	2,350,000	3	7,050,000
	Total			**1,062,095,175**

The SROI formula is calculated as: -

SROI=(NET BENEFIT)/(TOTAL INVESTMENT) -------------------------------Eq1[17]

The final ratio shows the amount of social value created for every unit of currency invested.

Given

Based on information from program records and survey results, the following key data points are used as input for the SROI analysis:

Total training structure: An average of 20 individuals or 10 organizations participate per each classroom training.

- Participant contribution includes that the organizations are required to contribute 10% of the total training cost.
- There are 83,217 users of the CtGA platform (website/mobile app).

[17]https://www.sos-childrensvillages.org/getmedia/9afba3cc-06ea-44c9-bc31-68bbdf53490b/SOS-Children-s-Villages-Social-Impact_Methodology_2017.pdf

Table 29 Given for the calculation

Type of activity	Value
Total Trained	752 individuals
Total Benefit (Gross Value) from survey	187,967,500 ETB
Impact proxies monitized	1,062,095,175 ETB
Attribution Rate	84.20%
MS Training & Coaching (2016)	297,757 or 13,013 EUR
MS Training & Coaching (2019)	346,240 or 10,820 EUR
LFR Training & Coaching (2022)	979,139 OR 17,403 EUR
LFR, MS & Refresher Training (2023)	1,662,504 or 28,361 EUR
MS & LFR Training (2024)	2,776,605 or 34,404 EUR
Participant Contribution	10% of the total training cost
Total investment	**6,062,245 or 104,001EUR**

To establish a comprehensive basis for the SROI analysis, a total consolidated Gross Value (GV) was calculated by combining two distinct data streams as summarized below. The initial gross value of 187,967,500 ETB, sourced directly from respondent interviews as per Table 29, was consolidated with a substantial additional value of 1,062,095,175 ETB, which was identified and quantified through the analysis of 10 specific organizational impact cases using financial proxies (Table 28).

Table 30 Gross value summary

Social value type	Source	Value (ETB)
Gross value from respondents (Table 29)	Survey data	187,967,500
Gross value identified by proxy impact (Table 28)	10 organizations impact cases	1,062,095,175
Total Consolidated Gross Value (GV)		**1,250,062,675**

SROI Calculation

The calculation begins by establishing the Gross Value(GV) for each year and then applying standard adjustments to arrive at the annual Net Social Value (NSV). This bottom-up approach provides a more precise representation of when value was created. The NSV is derived from the Gross Value (GV) through multiplicative adjustments that isolate the net impact attributable solely to the intervention.

- NSV = GV · α · (1 − δ) · (1 − ρ)
- Let **GV** be the gross value of all outcomes.
- Let **α** be the attribution factor (0 ≤ α ≤ 1), representing the proportion of GV causally linked to the intervention.
- Let **δ** be the deadweight factor (0 ≤ δ ≤ 1), representing the proportion of the attributed outcome that would have occurred irrespective of the intervention (training).
- Let **ρ** be the displacement factor (0 ≤ ρ ≤ 1), representing the proportion of the net outcome that displaces other valuable activities or outcomes.
- First, the Gross Value is established for each year. The value from the 10 impact cases is distributed proportionally to the annual investment, while the original survey value is assigned based on prior report data.

The Net Social Value is therefore given by the identity and subjected to net present value calculation using a PV factor

To account for the time value of money, all past and future costs and benefits are converted to their **Present Value (PV)** in the base year of **2024** using a social discount rate of 10%. The social discount rate[18] (SDR) is a tool used to convert future costs and benefits into present values, allowing for a consistent comparison. It reflects the opportunity cost of capital, the rate of time preference, and the growth rate of consumption.

NSV = GV · α · (1 − δ) · (1 − ρ)

First, the Gross Value is established for each year. As presented in Table 31 below

Table 31 Year-by-Year Calculation of Gross and Present Value of Net Social Value (PV NSV)

Year	Total Annual GV (ETB)[1]	Annual NSV (ETB)[2]	PV Factor (10% rate, 2024 Base)[3]	PV of Annual NSV (2024 ETB)
2016	23,064,886	13,830,123	2.144	29,651,783
2017	1,200,000	719,568	1.949	1,402,438
2018	1,200,000	719,568	1.772	1,275,091
2019	1,700,000	1,019,388	1.611	1,642,238
2020	2,400,000	1,439,136	1.464	2,106,903
2021	52,435,046	31,440,650	1.331	41,845,505
2022	23,659,035	14,186,220	1.21	17,165,326
2023	521,683,435	312,805,432	1.1	344,085,975
2024	542,678,238	325,400,810	1	325,400,810
2025	61,842,035	37,080,724	0.909	33,705,778
Total	1,231,862,675	739,361,619		800,274,847

[1] Total Annual GV is the sum of original survey data and the mapped annual benefits from the 10 impact cases.

[2] Annual NSV = Total Annual GV × 0.789 (α) × 0.80 (1-δ) × 0.95 (1-ρ).

[3] PV Factor = $(1+10\%)^{(2024\text{-Year})}$. This inflates past values and discounts future values to the 2024 base.

This final figure represents a robust and conservative estimate of the intervention's net additional social value, having accounted for contributions, baseline conditions, and negative externalities.

The GV was calculated based on participant reports and ten impact case report by the organizations. Notably, the valuation for road infrastructure has been revised to reflect expert-provided annual benefits, capturing a range of factors including reduced transportation time and costs, improved access to markets and services (health, education), and improved safety. The total NSV is distributed across the investment years (2016-2024) in proportion to the financial investment made in each year. This methodology is chosen because it logically aligns the realization of benefits with the periods of significant financial input that enabled them, providing a dynamic link between investment and return.

Table 32 Currency conversion

Year	Annual NSV (ETB)	Investment (EUR)	EUR per 1 ETB[19]	Annual NSV (EUR)
2016	13,830,123	13,013	0.0408	564,257
2017	719,568	0	0.041	29,502
2018	719,568	0	0.032	23,026
2019	1,019,388	10,820	0.03	30,582
2020	1,439,136	0	0.024	34,539
2021	31,440,650	0	0.02	628,813
2022	14,186,220	17,403	0.0185	262,445
2023	312,805,432	28,361	0.0172	5,379,253
2024	325,400,810	34,404	0.0161	5,238,953
2025	37,080,724	0	0.006579	243,959
Total	**739,641,619**	**€104,001**		**€12,435,329**

Details of historical currency conversions were annexed at the end of this report (Annex 2)

1. Final SROI will now be computed using equation 1

Investment Scenarios: -

1. Total Provider Investment (90% of cost): €104,001 × 0.90 = €93,601
2. Full Social Investment (100% of cost): €104,001

Table 32 Currency conversion

Investment Scenario	Investment	SROI Ratio	
Total Provider Investment (90% of cost)	€93,601	€12,435,329 / €93,601	132.9:1
Full Social Investment (100% of cost)	€104,001	€12,435,329 / €104,001	119.6:1

[19] Euro to Ethiopian Birr History: 2025.. Retrieved from https://www.exchangerates.org.uk/EUR-ETB-spot-exchange-rates-history-2025.html

The study conducted a sensitivity analysis and the SROI analysis returned a high return. It demonstrates that for every 1 Euro invested by the provider only it generated **132.9 Euro** in direct, monetized social value. When accounting for the full social investment, including participant contributions, the return is 119.6 Euro for every 1 Euro invested. The program is found to be highly efficient model.
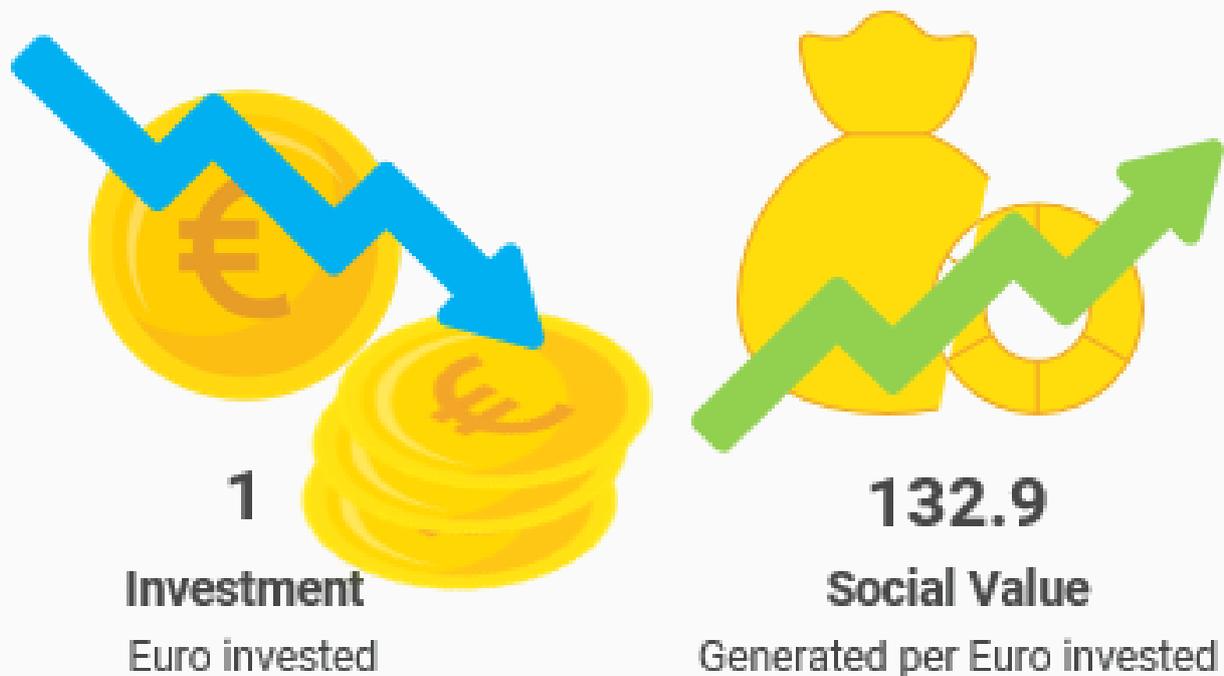

Figure 6 Social Return On Investment (SROI)

4. Lesson learned

The synergy of LFR and MS training creates a multiplier effect. The data clearly shows that organizations participating in both LFR and MS training reported the highest possible impact (100%) on their advocacy ability and organizational visibility. Financial autonomy gained through LFR directly fuels an organization's capacity for sustained and independent advocacy. Integrating these two training streams is not just additive but creates a multiplier effect, building more resilient, independent, and impactful community facilitators. Future strategies should incentivize or structure pathways for organizations to complete both programs.

Organizations that adapted training tools to their local realities, for example, linking fundraising strategies to religious, cultural, or community structures such as Iddir, achieved much stronger results. Conversely, where templates or strategies were applied without localization, success was more limited and sustainability was weaker. It therefore contributed to strengthening the national philanthropy framework.

Across both LFR and MS training, organizations where senior leaders (Managers/Directors) participated consistently reported higher success rates. Leader-involved organizations demonstrated stronger implementation of LFR strategies, higher fundraising success, and were more successful in forming new partnerships through advocacy.

Engaging organizational leadership is crucial for translating training into practice. Leaders are better positioned to approve strategic plans, allocate resources, and champion new approaches internally. Recruitment and program design should actively target and require the participation of senior decision-makers. The MS impact assessment revealed that face-to-face training was the most effective modality for driving real-world advocacy. Participants trained in person led significantly more campaigns than those trained online or through a blended approach. This is reinforced by the identified barriers to online learning in MS participants.

The LFR program has been successful in its supporting organizations from being heavily dependent on foreign funding (with 98% receiving less than 10% of their income locally at baseline) to a state where the majority (over 63%) now source more than half their income from local and national channels. This was accompanied by a strategic shift from simple contributions to more sophisticated sources like corporate partnerships. Practical, context-specific LFR training can fundamentally alter the funding model of CSOs, fostering genuine localization and community ownership.

A success of the MS training was the increase in networking and collaboration. The proportion of organizations participating in lobby consortiums or networks skyrocketed from 18% at baseline to 77% at the endline. Building coalitions enables smaller community associations to pool resources, amplify their voice, and tackle complex policy issues that are beyond the capacity of any single organization. Tangible policy and institutional wins such as SHG regulation in Oromia, land rights, and licensing reforms, came from organizations that positioned themselves within alliances, networks, and partnerships with officials, beneficiaries, and media. Organizations that worked in isolation struggled to amplify their voice and rarely achieved systemic change, even when confidence levels were high.

While the training demonstrably builds internal capacity, the findings consistently highlight that success is mediated by the external environment. Political instability, security risks, inflation, and low community awareness were cited as significant barriers for both LFR and MS activities. Therefore, training should incorporate modules on risk management, adaptive strategy, and operating in volatile environments to better equip them for these real-world challenges.

Case story of Solon School for the Blind

Solon School for the Blind was founded in 1999 by three dedicated individuals, two men and one woman, who believed that children with visual impairments deserved more than sympathy, they deserved opportunity. With limited resources but a strong sense of purpose, they created a space where learning could happen even without sight. Over time, the school became more than an educational institution; it became a place of hope for children and families who had few alternatives.

In the early years, the organization operated with very modest means. It began with an initial capital of just 30,000 Ethiopian birr and had almost no external network to rely on. The founders spent much of their time searching for supporters who could understand their mission and stand with them. Despite deep commitment, the school faced daily challenges. Many people in the surrounding community misunderstood blindness, and some questioned whether educating blind children was worthwhile. Limited funding made it difficult to plan ahead, retain staff, or consistently meet students' needs.

Before joining the CtGA training, Solon School for the Blind struggled most with fundraising and long-term strategy. Although the organization had participated in occasional trainings offered by government bodies and NGOs, these experiences were often short-term and disconnected from practical realities. Staff felt motivated but underprepared, and the lack of sustainable funding placed constant pressure on the school's ability to continue its work.

Participation in the CtGA program marked an important turning point. Staff members joined both in-person and online training sessions, and most completed the full course. In-person sessions created space for discussion, reflection, and learning from peers facing similar challenges, while online sessions offered flexibility. Staff engagement was high throughout. Participants were eager to learn, shared their own experiences openly, and began to see themselves not just as service providers, but as advocates and local champions for change.

Leadership support played a crucial role during this period. School leaders encouraged staff to fully engage in the training, provided logistical and emotional support, and worked to ensure that lessons learned did not remain theoretical. Instead, they pushed for practical application and created opportunities for staff to test new ideas within the organization.

After the training, small but meaningful changes began to take shape. Teachers improved their use of Braille materials and tactile learning tools, making classrooms more inclusive and interactive. Students became more engaged, confident, and active in their learning. Staff who attended the training shared what they learned with colleagues, spreading new skills and ideas across the school.

At the organizational level, the school began to think differently about sustainability. A simple but clear framework for local fundraising was developed, helping the team reach out more confidently to individuals, businesses, religious institutions, and local government offices. Social media was used more intentionally to tell the school's story, raise awareness, and attract support. These efforts strengthened relationships with the community and slowly began to change perceptions about children with visual impairments.

The journey was not without challenges. Funding remained limited, community response was sometimes slow, and staff continued to juggle heavy workloads. Technology and accessibility gaps also made implementation harder. Yet, despite these obstacles, the school saw encouraging progress. Fundraising efforts improved, staff capacity grew, and the organization gained confidence in engaging with donors and partners.

The impact of these changes extended beyond the school itself. More visually impaired children gained access to education. Families felt more supported and involved. Stigma and discrimination began to ease as the community better understood the abilities and potential of blind children. The school also contributed to local capacity building and created opportunities for employment and volunteering.

Several factors enabled this progress. Supportive government policies, emerging partnerships, and community contributions provided external momentum. Internally, strong leadership, committed staff, and a shared belief in the school's mission kept the organization moving forward. The practical tools and training provided through CtGA, especially those focused on local fundraising and stakeholder engagement, gave the team the confidence and structure they had previously lacked.

Embracing Hope Ethiopia

Embracing Hope Ethiopia is based in Addis Ababa supporting some of the community most vulnerable members, orphaned children and economically disadvantaged women. Its work begins at a very early stage of life, providing care and counselling to children as young as four months old and continuing through early childhood. When children reach pre-kindergarten age, the organization supports them with basic educational materials and shelter. Alongside this, the organization runs training programs for women living in economic hardship, helping them build skills and confidence to lay the foundation for small, income-generating activities.

Before participating in the CtGA training, the organization was already active and functional. Its human resources and operational capacity were considered strong, particularly in delivering services to children and women. Staff members were experienced, committed, and familiar with community-level work.

However, while service delivery was stable, the organization relied heavily on limited and seasonal external support, particularly for funding, which left its operations vulnerable to external shifts and donor availability.

The primary constraint lay outside the organization, in the unpredictability of resource mobilization and the limited commitment of some external stakeholders. Previous exposure to structured capacity-building or fundraising training was minimal, and although staff were motivated, they lacked practical tools to strengthen sustainability beyond day-to-day operations.

Participation in the CtGA training was effective, with staff showing active engagement and strong motivation throughout the process. Leadership support during the training was positive, encouraging staff to attend sessions and reflect on how the learning could be applied. The training helped reinforce staff confidence and introduced structured ways of thinking about fundraising and resource mobilization, even if full implementation proved challenging.

Following the training, the most visible change was internal rather than structural. Staff reported renewed motivation and initiative, along with a clearer understanding of fundraising concepts and resource mobilization strategies. The training helped the organization maintain continuity of operations during a difficult period, providing guidance and reassurance rather than triggering major institutional reforms.

The knowledge gained was used to sustain existing activities and manage limited resources more deliberately. Internally, the organization benefited from highly committed leadership, dedicated staff, and a strong organizational culture rooted in service and compassion. Externally, while support from funding sources and partners was limited and seasonal, existing relationships still provided some level of continuity. The training materials and tools provided through CtGA were used to the extent possible, helping staff better understand fundraising processes and stakeholder engagement, even when opportunities to act on this knowledge were constrained.

Therefore, the impact is not always reflected in immediate financial or organizational growth. In contexts where external funding is scarce and unpredictable, the value of training may lie in strengthening motivation, reinforcing internal capacity, and sustaining services under pressure.

5. Comparison of relevant baseline figures with current values

The baseline endline comparison was made with closely related variables that are capable of showing the impact and separately annexed both for LFR and MS at the end of this document.

The comparison between baseline (2023) and the current findings (2025) reveals significant improvements in organizational fundraising capacity, individual skills, and diversity of income sources among CtGA trainees. At endline, nearly 45% of organizations reported annual incomes exceeding one million ETB, while smaller income categories (less tha t100,000 ETB) became less common compared to baseline. This indicates a shift toward larger, more financially resilient organizations. Importantly, the share of respondents who could not report their organization's income decreased, suggesting stronger financial tracking and management practices.

At the individual level, knowledge, skills, and confidence related to LFR improved markedly. Current survey results showed consistently high Likert means (4.2–4.5), with more than 85% of participants reporting strong knowledge of techniques, improved skills, and confidence in raising funds. This contrasts with baseline results, where fewer than 70% agreed to having adequate knowledge, and fewer than half felt confident about fundraising. The proportion of organizations with written fundraising plans also increased significantly, from a low baseline of around 20% to over 80% at this assessment, reflecting a transition from informal to structured fundraising strategies.

Organizational practice in LFR has also strengthened. During this time, over three-quarters of organizations reported maintaining donor databases, developing diverse donor mixes, and demonstrating improved knowledge and skills at an organizational level. Perceptions of fundraising capacity also changed: the mean score for organizational ability to raise funds increased from 3.93 at baseline to 4.74 at this study, with nearly three-quarters of respondents reporting that their fundraising ability had "improved a lot." Similarly, the capacity to raise funds from local and national sources rose, with 71% reporting strong improvement at this time, compared to less than one-quarter at baseline.

The sources and strategies of fundraising also diversified. At this survey, organizations reported a wider range of local contributions, including business partnerships (55%), individual donations (45%), religious institutions (32%), and government contributions (21%). Community dinners, auctions, crowdfunding, and membership fees also appeared as new fundraising practices, in contrast to the baseline's heavy reliance on parent contributions and traditional solidarity mechanisms. Likewise, the proportion of income coming from local and national sources expanded significantly, with 63% of organizations reporting more than half of their income raised locally at this time, compared to almost none at baseline. Together, these findings indicate that CtGA training has contributed not only to individual skill building but also to institutional transformation in how organizations plan, diversify, and sustain their fundraising activities.

Likewise, the baseline and current survey comparison of MS trainees shows significant organizational and individual-level changes in advocacy practice, visibility, and stakeholder engagement. At baseline, most participating organizations were already relatively large in terms of staffing, with 9 of 11 reporting 16 or more employees. By this time, the profile was more diverse: four organizations were small, seven medium, and two large. Volunteer engagement expanded as well, with the majority of organizations at this time reporting more than 16 active volunteers, compared to fewer than a third at baseline. Participation in the training itself also became more institutionalized, with all 13 organizations sending three or more representatives, while baseline attendance was mostly limited to two staff per organization.

Income data show differences between the two points of measurement. At baseline, reported organizational income was highly skewed by four very large actors with annual budgets over 100 million ETB. By this time, while the income range remained wide, the median fell sharply to 350,078 ETB, reflecting a more balanced mix of smaller organizations in the sample. Engagement with the MS e-course was limited at both stages, but now responses suggest more consistent usage among some staff.

Regarding the MS training baseline, current status comparison, in terms of advocacy skills and confidence, baseline participants reported extremely high levels of perceived ability, with more than 80–90% strongly agreeing that they could effectively communicate with authorities, mobilize support, and engage stakeholders. At this time, the self-reported intensity of these perceptions appeared somewhat lower, around 60–70% strongly agreed on these points, though still positive overall. This likely reflects both a more realistic self-assessment as skills were tested in practice, and the broader mix of smaller organizations represented at this survey.

At the organizational level, lobbying and advocacy practices became more structured and embedded. Whereas at baseline only around two-thirds of organizations had lobbying reflected in their strategic plans, by endline, more than 90% reported integration into formal planning. Recognition by decision makers and beneficiaries remained high across both stages (above 90%). Membership in lobby consortia and networks expanded, though not all organizations were consistently participating. Concrete advocacy outcomes were also reported. Baseline achievements centered on local service improvements, such as road access, education support for visually impaired learners, and enabling regulations for community groups. Current responses showed broader policy-level and institutional engagement. Changes in licensing, land allocation, improved access to officials, stronger community participation, and policy reform for SHGs in Oromia.

Qualitative accounts reinforce these patterns. Both baseline and current survey show practical lobbying successes, but the latter reveal a clearer institutional recognition of participating organizations and more systematic collaboration with authorities. Decision-makers were described as more responsive and accessible during this survey, suggesting a shift not only in organizational strategies but also in governance relationships.

6. Conclusions and Recommendations

6.1 Conclusions

The impact assessment of the CtGA business model in Ethiopia confirms that the program has financial sustainability, visibility, and advocacy capacity of organizations at multiple levels. The twin focus on LFR and MS, CtGA has enabled grassroots actors to diversify resources, engage communities more actively, and influence policy and decision-making structures in ways that were previously limited.

For LFR, the results show substantial and sustained progress. Trained organizations have been able to mobilize nearly 188 million ETB in funds and in-kind support, diversify donor sources, and reduce dependency on foreign grants. More than 90% reported improvements in financial sustainability, with nearly four-fifths directly attributing fundraising success to the training. Importantly, the adoption of planning tools such as donor databases, written fundraising strategies, and structured campaigns has converted individual confidence into system-wide institutional strength.

For MS, trainees. organizations moved beyond ad hoc lobbying to structured advocacy, with over 75% reporting policy or systemic influence, ranging from SHG regulatory changes in Oromia to advances in land rights, licensing, and better service delivery in education, water, and health and involvement on income generation. More than 90% of endline respondents reported improved relationships with government authorities, the media, and communities, with tangible results such as new partnerships, increased media visibility, and higher levels of citizen participation.

Organizations in general benefited most when leadership was actively engaged, reaffirming the critical role of managerial buy-in. Medium-sized organizations emerged as the most successful participants, as they were large enough to absorb the training content while remaining flexible enough to implement rapid changes. In terms of modality, face-to-face training proved more effective than online delivery due to Ethiopia's connectivity and ICT limitations, though blended learning shows long-term potential if digital readiness investments are made.

Gender disparities were observed in participation, with female staff underrepresented because of structural barriers such as workload, organizational staffing patterns, and awareness gaps. Furthermore, organizations that engaged in coalitions and partnerships showed stronger advocacy and fundraising performance.

The CtGA approach localized capacity development not only strengthens organizations but also builds stronger communities. Yet gaps remain in sustaining the program's that require deliberate strategies for women's inclusion, continuous coaching and mentoring beyond initial training, and support to rural actors.

In conclusion, the CtGA has proven to be a relevant, effective, and highly scalable model in Ethiopia. It has changed behaviors within participating organizations, shifted power toward local resource mobilization and community-led advocacy, and opened pathways for long-term financial and political sustainability of CSOs, which is quantitatively verified by an SROI of 132.9:1, confirming that the program creates immense value far exceeding its costs. The recommendations below focus on these success factors, while addressing the structural and contextual barriers identified through the assessment.

6.2 Recommendations

Based on the above conclusions, the following recommendations are proposed to enhance the effectiveness, sustainability, and scalability of the CtGA program in Ethiopia.

- The assessment confirms that CtGA is a high-impact, high-return investment, generating substantial improvements in local fundraising, organizational capacity, and policy influence. At the same time, evidence shows outcomes are strongest where leadership is actively engaged, and where training is followed by sustained coaching and implementation support. CtGA should formalize a mandatory dual-key participation requirement, whereby each organization enrolls one decision maker (Director, Manager, or Board Member), and one implementer (Fundraising, Resource Mobilization, or Advocacy Officer).
- Training design should include joint assignments that require leaders to approve strategies and allocate resources, while implementers operationalize them. This ensures learning becomes institutional practice, not individual knowledge.
- Small and emerging organizations struggle with implementation compared to medium and larger CSOs hence a review of curriculum, tools, coaching intensity tailored to the size of organizations is essential
- Political instability, security risks, inflation, and civic space constraints significantly affect both fundraising and advocacy, particularly in Oromia and Amhara hence, curricula should explicitly include context and risk modules, covering adaptive fundraising in volatile settings.
- Organizations that anchored fundraising in local mechanisms (Iddir, faith institutions, harvest festivals, volunteer labor) achieved stronger ownership and sustainability. Therefore, CtGA should systematically integrate indigenous/philanthropy into LFR curricula
- Many organizations now engage in advocacy, but institutionalization is irregular and often dependent on individual champions. Hence, MS-trained partners should be supported to integrate advocacy objectives into strategic and annual plans and vice versa.
- CtGA delivered high investment return valued (SROI 120-133:1) but coverage is limited to the program scope. Therefore, CtGA should operate with, a subsidized track for small, rural, and marginalized organizations; and a fee-based or for universities, INGOs, government training institutes, and the private sector.
- Women participate, but structural barriers limit leadership and influence, hence for future trainees, there should be clear minimum targets set;
- This evaluation displays a strong evidence base, but learning must continue as CtGA scales.

For this, CtGA should adopt a mini standardized results framework, tracking:

- Funds raised (cash and in-kind),
- Share of local/national income,
- LFR and MS campaigns implemented, and
- Policy or service-delivery changes achieved

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