



# SOCIAL RETURN ON INVESTMENT REPORT

MEASURING OUR IMPACT

2017





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## About this report

This report outlines the return on the investments made by KCB Bank in 2Jiajiri, KCB MPESA and Inua Jamii and is based on the findings of Sustainable Square - a sustainability consulting firm.

The firm was commissioned to measure the social change and impact of the three programmes using the Social Return on Investment Framework during 2016-2017.

The measurement was conducted on the three KCB and KCB Foundation flagship programmes.

The methodology used by the social consultants has been inspired by the Social Impact Analysts Association and the United Kingdom's SROI Network - recently renamed Social Value International. SROI values both financial and non-financial outcomes. It quantifies and monetizes social impact in a clear and consistent way, enabling stakeholders to measure the achievement of social impact against three

primary performance indicators namely; appropriateness, effectiveness and efficiency.

Each of the three programmes was scrutinised through five stage: map and engage stakeholders; identify what really changed; evaluate societal changes; calculate SROI and then confirm results.

The total investment in KCB MPESA was KSh. 875 million. The study established that this investment realised total social value impact of KSh. 2.5 trillion, total economic impact of KSh. 1.15 billion, total environmental impact of KSh.108 million, with the total impact of human resources put at KSh. 124 billion.

For Inua Jamii, the total investment was KSh. 18.18 billion, and the total social value created was calculated at KSh. 199.23 billion. Following KCB's integration, 79 per cent of the beneficiaries reported being satisfied.

From a total investment of KSh. 166.4 million in 2Jiajiri, the social value created was KSh. 1 billion, with beneficiaries reporting a variety of impacts at the personal, financial and mental levels. The impact created by this programme has been highly valued not just by the participants but by the communities.

While the programmes have created huge social value and have made a good return on

the investment, the consultants made a list of areas that KCB should focus on to ensure long-lasting impact on all stakeholders involved.

They are: monitor and evaluate the performance of training institutes throughout the programme; assess applicants beforehand to place them in training that matches their ambitions and plans; provide basic support to the beneficiaries so that they don't drop out of the programmes; encourage partnerships; provide mentorship; create flexible learning schedules; provide longer loan repayment periods for some cases; monitor the Business Development Support performance, place interns in workplaces that are relevant to their training, and offer internship opportunities with entrepreneurs who have gone through the programmes and have been successful in business.

The study has enabled KCB Group to facilitate strategic discussions through incorporating the findings, conclusions and recommendations in order to maximize the social value in our community initiatives. Through the study the bank has been able to align its strategy with the Sustainable Development Goals in order to cater to the needs of its customers and the community at large.

**KCB MPESA**  
NEW & IMPROVED

**KSh. 2.5 Trillion**

Social Impact in KCB MPESA



**KSh. 199.2 Billion**

Social Impact in Inua Jamii



**KSh. 1 Billion**

Social Impact in 2Jiajiri

# Why SROI?

Social Return on Investment (SROI) is a framework for measuring and accounting for the value of intended actions and activities. The methodology incorporates social, environmental and economic costs and benefits thus reducing inequalities and environmental degradation.

SROI tells a story of how change has or is being created by measuring environmental, social and economic outcomes and represents them in monetary terms. Key to the methodology process is the maintaining the relevance of key stakeholders in measuring the changes.

## Importance of Disclosing Non-Financial Values and Impact:

“Developing a credible and broadly accepted approach is essential, not only to demonstrate our performance to stakeholders and shareholders, but also to ensure the effort of measuring and reporting informs a continuous movement towards more socially sustainable practices. Only by working together can we ensure an outcome with the power to truly transform the way we do business.”

~The WBCSD Redefining Value Board

Organizations have long attempted to account for the value beyond financial outcomes. By using a formal framework, like SROI, it helps to demonstrate their social alongside their financial returns– thus accounting for their inclusive or blended value.

Businesses can enhance the effectiveness, appropriateness, and efficiency of their projects or portfolio.

KCB Group has used SROI to understand the progress and impact of 2Jijiri, KCB MPESA and Inua Jamii. This helps demonstrate the significance of the investment in terms of resource allocation, relevance and the shared value thus leading to the three principles.

Forecasting an SROI enables alignment of resources towards high potential products and services. Measuring an existing social investment provides data useful for operations, by affirming;

- A social license to operate demonstrating social value and impact can inform standing to government and regulators
- Improves Communications – to show how the impact adds to brand value and makes good business sense. It also helps to account for an investment area and is no longer considered a cost, but a quantifiably intentional proactive investment.
- Strategic insights – To evaluate and value different outcomes and redesign investments to align focus with social needs and business requirements.
- SROI and formal impact measurement enable organisations to understand better what is changing due to their actions by engaging stakeholders. The analysis allows an opportunity to rethink ground-up customer segmentation, pricing, access, market, and product development. Businesses can enhance the effectiveness, appropriateness, and efficiency of their projects or portfolio by enabling the activation of resources towards high potential products and services.

## Valuation of Impact on Society

Indicators of change are created and quantified via a two-part engagement.

1. **To understand what changed-** Qualitative interviews are conducted with the beneficiaries to understand their perspective; what is different about them

now due to the exclusive influence of this intervention/opportunity

2. **To quantify how many beneficiaries showed real indication of each change identified -** A second, quantitative interviews are conducted to determine the number of beneficiaries that experienced the changes.

Total Value created - Presents the social impact created from an investment in monetary value. When compared to the resources invested in the projects, gives an accurate indication of the return. However, in this case, the majority of the return is expected to trickle down to direct and indirect project beneficiaries, and not directly back to the business. Thus reputational value, license to operate, strategic, and brand value become stronger indicators of a social or community investment.

The true value created is accounted for by removing externalities from the total indicated value. Externalities account for external influences on programmes, such as what else attributed to the change, what would have happened naturally without this programmes interventions, and what did this programme displace. Besides, there is an annual drop-off or reduction in effect each year after the programme for a period of up to five years.

The measurement provides a platform for consideration and estimation of values for social actions and outcomes. By creating stakeholder/beneficiary driven valuations, aligned with global benchmarks, a social investment now has a financial equivalent or “proxy”, weighted by the number of individual beneficiaries who indicate the outcome.

## Introduction

The SDG framework is a set of goals designed to stimulate development engagement and action from 2016 to 2030. their targets and indicators are very clear on the desired impact globally based on economic, social and environmental dimensions.

SROI measures the direct and indirect impacts of projects and programs as implemented by institutions to achieve overall wellness of the people and the planet. This is in line with the overall objective of the SDG framework.

KCB Group in 2017 adopted 8 SDGs: SDG 1, SDG 8, SDG 9, SDG 10, SDG 11, SDG 12, SDG 16, SDG 17

## Relevance in SDG Alignment\*

By far, the simplest, and the most effective result of social programmes and SDG’s are on their impact and measurement. A goal without any means of showing progress or achievement is meaningless. The SDG’s are a series of 17 global goals, “The United Nations Sustainable Development Goals (SDGs) are targets for global development adopted in September 2015, set to be achieved by 2030. All countries of the world have agreed to work towards achieving these goals.”

~The United Nations

## Sample SDG’s Measured Relevant to KCB Group’s programs:

### Background

1. KCB MPESA is a mobile-based bank account that allows customers to access affordable loans, transfer money and save. The program has had a significant impact by saving time spent in banking halls, improving living standards and enhancing disciplined spending. The SDGs look at global parameters at

**KCB MPESA has enabled customers to access affordable loans and transfer funds across the country. Many customers have used these funds to open and sustain businesses which have improved their living standards.**

national levels, KCB contributes in the Kenyan market.

2. 2jijiri was initiated with the aim of creating jobs and wealth among unskilled and semi-skilled youth in the country. It has achieved significant impact in enhancing employability, improving standards of living, increasing incomes and expansion of businesses. The UN SDGs measure the creation of learning opportunities for all at the global level and employment, decent work for all. KCB actualises this and measures at the local level based on evidenced outcomes.
3. Inua Jamii was initiated to support vulnerable members of society (Elderlies, People living with severe disabilities and orphans through monthly stipends. KCB Bank was assigned the mandate of offering disbursement solutions countrywide. The UN SDGs measure the rate of reduced inequalities within the country (SDG 10 Targets 10.2 & 10.4), while Inua Jamii measures its contribution locally.



**Sustainable Development Goal 1**

**Indicator 1.1.1** Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural).

**Indicator 1.2.1** Proportion of population living below the national poverty line.

**Indicator 1.2.2** Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

- 2Jijiri has reduced poverty in the country by increasing financial income of direct and indirect beneficiaries in both urban and rural Kenya. Employment rates have also been improved
- KCB MPESA has enabled customers to access affordable loans and transfer funds across the country. Most customers have used these funds to open and sustain businesses which have improved their living standards.
- Inua Jamii has supported vulnerable members of society through monthly stipends in the social protection program

**Indicator 1.3.1** Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable

Inua Jamii covers older persons, persons with disabilities and orphans in Kenya. KCB through the foundation supports a section of the orphans in 2jijiri program.

KCB's funds' disbursement systems ensure ease and efficiency in the disbursement process.



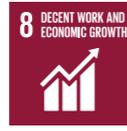
**Sustainable Development Goal 4 (Targets 4.3, 4.4, 4.5 and 4.6)**

**Indicator 4.3.1** Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex 2Jijiri has in the last 2 years trained and mentored over 2200 male and female youth in 5 different sectors. Target 4.4 Increase the number of people with relevant skills for financial success

KCB Foundation has supported several youths in financial literacy, a majority of whom have attributed to this to the success of their businesses.

**Indicator 4.5.1** Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators 2Jijiri program has reduced disparities in education by training both male and female in the five sectors. The program has also partnered with Inua Jamii to educate orphans who fall under social protection framework.

**Indicator 4.6.1** Proportion of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex over 2500 youth have achieved financial literacy and numeracy skills through training and internship opportunities offered in the 2jijiri program.



**Sustainable Development Goal 8 (Targets 8.2, 8.3, 8.5 & 8.6)**

**Indicator 8.3.1:** Proportion of informal employment in non-agriculture employment, by sex. - 2Jijiri is enhancing the employability of both male and female beneficiaries in Kenya through training, mentorship and financing. The program also supports small & medium enterprises.

**Indicator 8.5.2:** Unemployment rate, by sex, age and persons with disabilities 2jijiri achieve this by significantly reducing the unemployment rate in the country, through focused strategies for youth employment and employability.

**Indicator 8.6.1:** Proportion of youth (aged 15–24 years) not in education, employment or training 2jijiri has achieved this by training and ushering to employment a significant number of unskilled and semi-skilled youth in 5 key sectors countrywide.

**Informal employment**

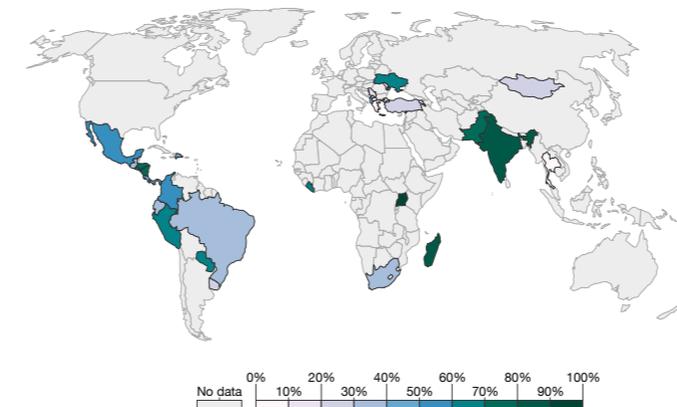
**Definition:** Indicator 8.3.1 is the proportion of informal employment in non-agriculture employment, by sex.

This is measured as employment in the informal economy as a percentage of total non-agricultural employment. This includes all jobs in unregistered and/or small-scale private unincorporated enterprises that produce goods or services meant for sale or barter.

**Goal:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation by 2030.

**Informal employment (% of total non-agricultural employment), 2015**

Employment in the informal economy as a percentage of total non-agricultural employment. This includes all jobs in unregistered and/or small-scale private unincorporated enterprises that produce goods or services meant for sale or barter. Self-employed street vendors, taxi drivers and home-base workers, regardless of size, are all considered enterprises.



Source: World Bank – WDI

CC BY-SA

**Youth employment, education and training**

**Definition:** Indicator 8.6.1 is the proportion of youth (aged 15–24 years) not in education, employment or training.

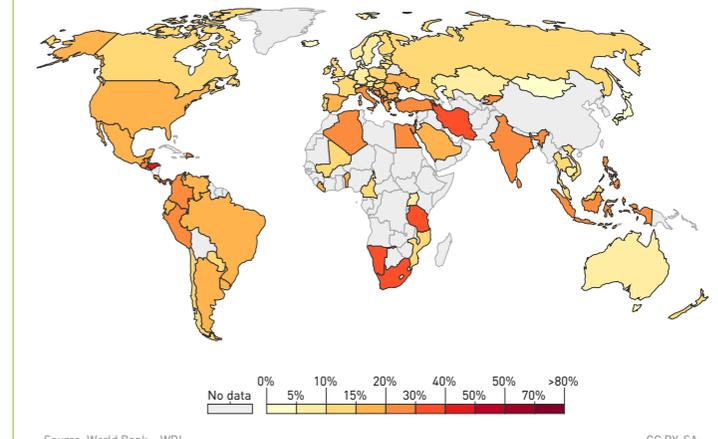
Current data for this indicator reports the share of young people (aged 15–29 years) not in education, employment or training (NEET) in a given year.

**Goal:** Substantially reduce the proportion of youth not in employment, education or training.

Unlike most SDG targets set for the year 2030, this is set to be achieved by 2020.

**Share of youth not in education, employment or training, total (% of youth population), 2015.**

Share of youth not in education, employment or training (NEET) is the proportion of young people (aged 15–29) who are not in education, employment, or training.



Source: World Bank – WDI

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**Sustainable Development Goal 10 (Target 10.1, 10.2, 10.4)**

**Indicator 10.1.1** Growth rates of household expenditure or income per capita among the bottom 40% of the population and the total population. KCB MPESA achieves this by getting access to financial services to the general population, but the majority of its social impact derives from providing access to financial services by the previously inaccessible, i.e. the 40% or more of the lowest income earners.

**Indicator 10.2.1** Proportion of people living below 50% of median income, by sex, age and persons with disabilities

- Inua Jamii achieves this through stipends to elderly, orphaned and vulnerable members of society
- KCB as a disbursement agent has made a significant impact by enhancing time efficiency, sense of security, ease of access and satisfaction. The bank, therefore, contributes directly to the outcomes.

**Indicator 10.4.1** Labour share of GDP, comprising wages and social protection transfers Inua Jamii achieves this through social protection stipends to vulnerable members of society.

**Income growth inequalities**

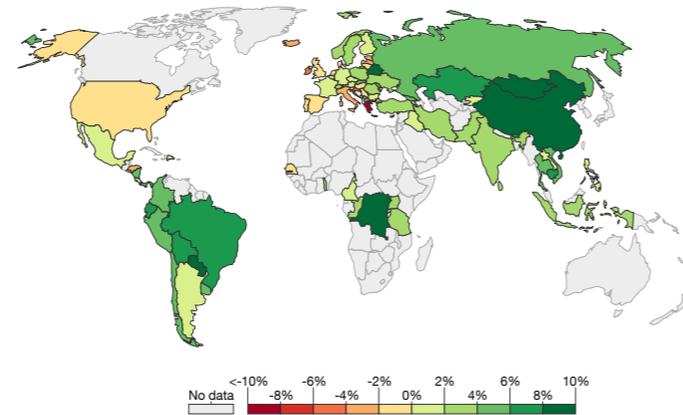
**Definition:** Indicator 10.1.1 is growth rates of household expenditure or income per capita among the bottom 40% of the population and the total population.

This indicator measures the average annual growth rate of incomes or consumption of those in the bottom 40% of incomes of a given country.

**Goal:** Progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average through to 2030.

**Annualized average growth rate in per capita real survey mean consumption or income, bottom 40% of population (%), 2015.**

The growth rate in the welfare aggregate of the bottom 40 percent is computed as the annualised average growth rate in per capita real consumption or income of the bottom 40 percent of the population in the income distribution in a country from household surveys over approximately a five year period.



**Policies for greater equality**

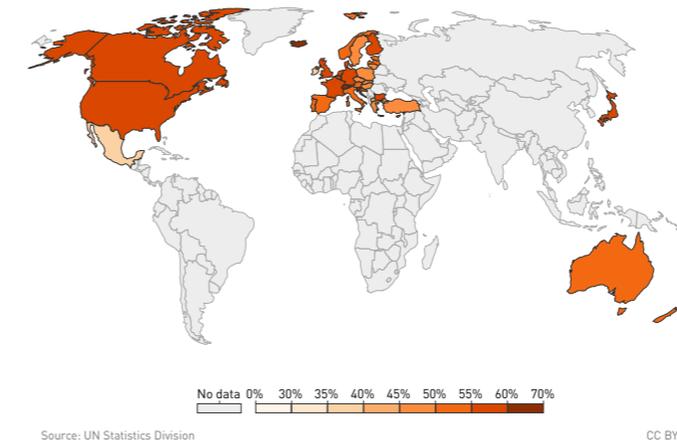
**Definition:** Indicator 10.4.1 is the labour share of GDP, comprising wages and social protection transfers.

This indicator measures the the percentage of gross domestic product (GDP) derived from labour, which is inclusive of wages and social protection transfers.

**Goal:** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality by 2030.

**Labour share of gross domestic product, 2016**

Labour share of Gross Domestic Product (GDP) is the total compensation of employees given as a percent of GDP. It provides information about the relative share of output which is paid as compensation to employees as compared with the share paid to capital.



**Sustainable Development Goal 17**

**Indicator 17.17.1** Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships KCB Group through 2Jiajiri program has partnered with various institutions to sustain the program, including service providers.

**Indicator 17.19.1** Dollar value of all resources made available to strengthen statistical capacity in developing countries KCB Group is developing mechanisms to track and measure the progress and impact of their investments relating to sustainable development. This includes measuring the program's impact

## VIEWS FROM THE TOP: GROUP CEO &amp; MD

## We are transforming lives through sustainable projects

We are used to measuring things in the corporate world, gauging from time to time where we are against long-term goals and working every day on things that are part of a strategic plan agreed upon by everyone.

With technology, we are able to accomplish much more within a short time than we used to 30, 20 or even 10 years ago, and the world appears to move at a fast pace.

We are also in a very competitive environment, with targets to meet and goals to accomplish we are prone to forget to take stock of what the work we undertake means for the society. It is easy to forget or lose awareness of what value our work creates for the community as a whole. That's why reports such as this one are important, not only for the business, but our stakeholders at large.

This Social Return on Investment (SROI) report is based on findings by the social consultants and features real stories about the beneficiaries. We selected a third party to carry out the assessment to ensure objectivity is maintained. The firm utilised the SROI methodology established by social value international and have detailed the stages they went through to produce the results that feature in this report.

With this report, we receive feedback on our investments, giving us not only an opportunity to gauge whether the objectives set with the establishment of 2Jijiri, KCB M-Pesa and Inua Jamii have been met, but the effect we have had on humanity.

Through it, we have an opportunity to tell our internal and external stakeholders (shareholders, customers, communities, government, employees, suppliers) about the actual returns on their investment in these programmes.

I was particularly impressed by the story of Jane Njeri, who went back to class at the age of 41 to pursue her dream of owning a chain of restaurants, and is well on her way to accomplishing that.

Her story is proof that opportunities are available for people of all ages, and that with a good idea of your destination and hard work, it is possible to achieve your dreams.

This report increases our confidence that with 2Jijiri, KCB M-Pesa and Inua Jamii, we have the foundation for future decision making and increased value creation.

It is a holistic method of evidencing the current impact, and creating accountability and transparency with our stakeholders.

More than everything, this report gives us confidence that the work we do has a long-term impact on humanity and that we are on to a good cause with the various initiatives spearheaded by KCB.

**“This report gives us confidence that work we do has long-term impact on humanity and shows that we are on a good course with the various initiatives spearheaded by KCB.”**



Joshua Oigara  
CEO & MD, KCB Group

# NEED CASH? USITENSE.

- Go to M-PESA menu
- Select Loans & Savings
- Activate KCB M-PESA



## KCB MPESA has significantly improved Kenyans lives



**KSh. 51.7 billion**

Through the KCB MPESA facility since its inception in March 2015.



**KSh. 2.5 trillion**

Total Social Value Impact



**KSh. 2 billion**

On a monthly basis, KCB MPESA loans out an average of KSh. 2 billion to approximately 300,000 customers.

The current credit landscape has increasingly become competitive especially with the advent of technology-infused products. KCB Bank in particular is progressively refocusing its sights on digital credit facilities because that is where customers are moving to.

“Customers now yearn for convenient and easy access to financial products as opposed to traditional walk-ins and dozens of paperwork to fill. The main difference that sets financial products apart is the swift approval process that ensures quick access to the funds.”

The impressive uptake of mobile loan services as in the case of KCB MPESA has proven to be increasingly beneficial to the customers as it improves customer loyalty and enables the customer to simultaneously conduct other businesses without further disruptions in their daily routine.

Having disbursed up to KSh. 51.7 billion through the KCB MPESA facility since its inception in March 2015, it is clear that digital loan platforms have significantly boosted the Kenyan credit scene. The progressive financial appetite can also be attributed to the low interest rates that were implemented towards the end of 2016.

On a monthly basis, KCB MPESA loans out an average of KSh. 2 billion to approximately 300,000 customers.

“What this means is that KCB MPESA caters to roughly 10,000 Kenyans on a daily basis. The bank’s ability to cater to the financial needs of Kenyans feeds squarely into the bank’s financial inclusion agenda.”

The financial inclusion agenda uses a holistic approach to the realization of Sustainable Development Goal Number 1 on No Poverty.

“Having largely committed to play a significant impact in the SDGs, we believe that products like KCB MPESA will contribute to this pledge.”

The Social Return on Investment Study on KCB MPESA shows that customers have benefitted immensely through the creation of KSh. 2.5 trillion worth of Social Value. KCB MPESA has also significantly improved the lives of Kenyans and at the same time contributed to the expansion of KCB Bank Kenya’s loan book. Financial tools are now at the customers’ fingertips.

KCB is in the process of further curating financial products that will feed into the increasing consumer demand for financial access. The future is digital, providing a majority of people with increased access to credit.

Apart from the usual technical challenges that accompany technological product generation, the non-performing loans – at 15 percent – remain an underlying concern.

In a bid to integrate sustainability even further within the credit process, KCB developed and fully integrated a social and environmental management system policy and framework that would enhance the quality of loans KCB is giving to its customers.

KCB has fully embraced the future of digital banking through the formation of the Digital Financial Services Department that focuses on financial product generation for digital platforms.

“You can attain financial freedom through KCB MPESA because you can save and borrow money to safeguard your future.”



Technical Director, Nickson Selei, a KCB MPESA Beneficiary fixes power at Sinkeet Girls Secondary School, a nearby school in Kitengela, Kajiado County.

## Harvesting rain and sunshine in Kitengela

The vibrant streets of Kitengela give only a sneak peek into the hustle and bustle of millions of Kenyans who have taken risks to relocate from where they call home, in order to start a new and hopeful beginning. Nickson Selei is one of those Kenyans. Having lived in Nairobi all his life, Selei packed his bags six years ago to move to Kitengela and fulfil his dreams of being a water technician.

Having already registered his company, Selei referred to his business as a “dream in waiting.” After settling down in his new home, he met a friend who had also just moved to Kitengela and was looking for a borehole and solar technician in vain.

It was a case of being at the right place at the right time. “Isn’t this the opportunity I have been waiting for?” Selei remembers thinking.

He immediately went home to discuss with his wife but she needed no more convincing. It was then that they opted to start their life afresh in the ‘land of opportunities’ – Kitengela.

And thus was Waterlinks Borehole and Solar Solutions born.

“The road has been tough but I am grateful that we have come this far,” Selei says. The biggest challenge was maintaining a positive cash flow. This however changed when he decided to try the KCB MPESA product that his friends were talking about.

To his surprise, his loan limit was approved at a whopping KSh.100,000; without further hesitation he took the loan with the promise of paying it back a month later.

It has been six months since he began his partnership with KCB MPESA and in his view, life has never been better. The expectation of paying back to receive more has never been so easy and convenient, and he wishes he had started sooner.

“If only I had known KCB MPESA from the start, you would have been interviewing me from my

palatial home,” he says, letting out a hearty laughter that draws the attention of several bystanders.

“With the KCB MPESA loans, I have no fear of a cash crunch”.

In his view, it is all about honesty. “If I keep my end of the deal, then KCB MPESA will have no reason to have doubts about me. My relationship with KCB MPESA has been excellent and I am happy that someone out there believes and trusts in me.”

Through his business and the facility from KCB MPESA, Selei has been able to fulfil multiple orders without worrying about financing. He has installed water pumps and solar systems around many of the schools, businesses and homes in Kitengela. “My work speaks for itself and I believe that through my continued partnership with KCB MPESA, my business will grow exponentially.”

“Apart from the usual technological upgrades and a few technical issues which I fully understand, KCB MPESA has never let me down.” It is for this reason and many others that Jackson sings the gospel of KCB MPESA to all his family and friends.

“It is discrete, convenient and reliable, what more do I need?”

Selei wants to diversify his business by rearing goats and dairy farming. He believes that this will only be possible through KCB MPESA because having tried other digital loaning platforms, none is as reliable as KCB MPESA.

He advises Kenyans to remain honest in their digital transactions so that financial institutions can have no reason to withdraw their lending services. “We Maasais believe that honesty is the best policy and that is why it is second nature to me to honor promises I have made.”

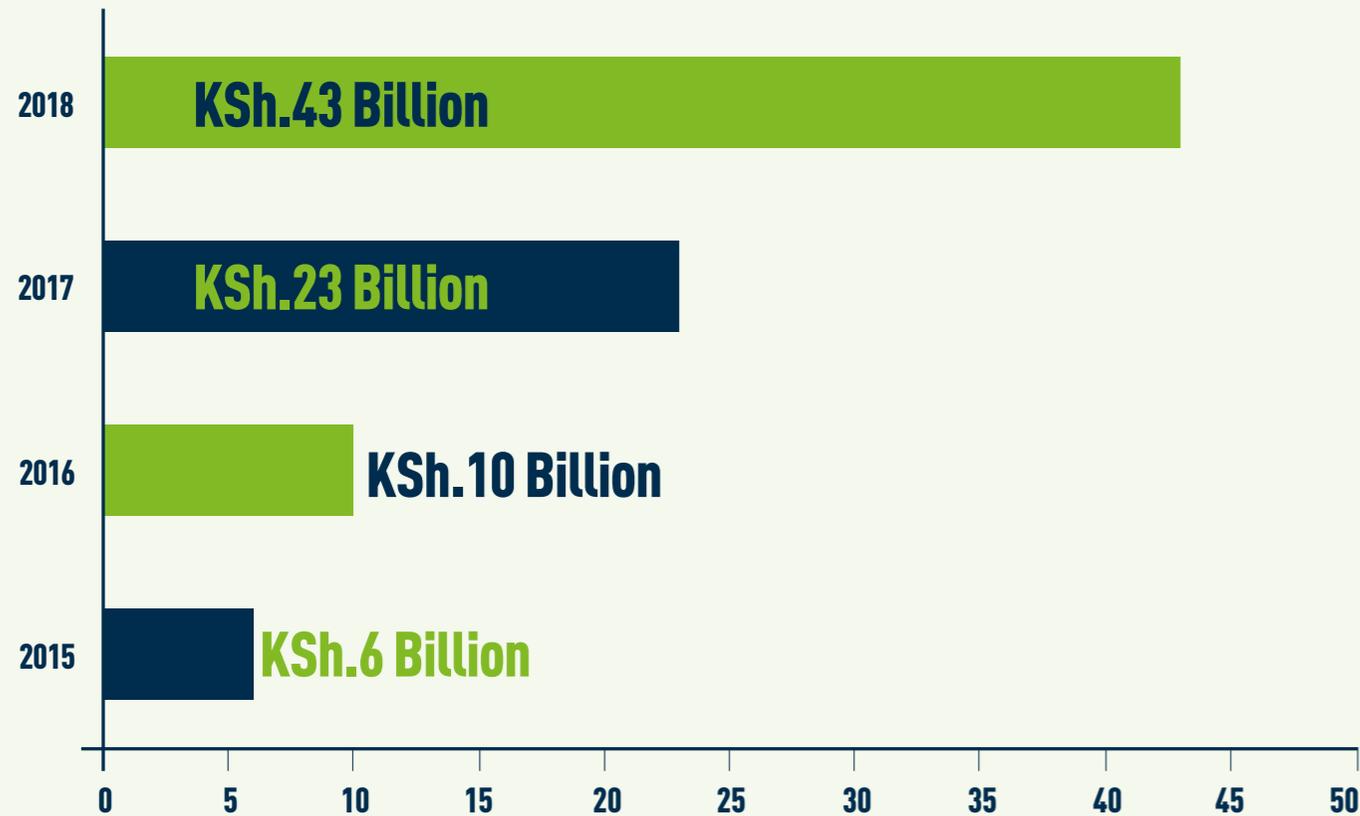
“I am very grateful to KCB MPESA for virtually believing in me and I can only pray for better things ahead as the future beckons. Thank you KCB MPESA” Selei says.

# KCB MPESA IMPACT



**11M** Accounts opened since 2015

Growth of KCB MPESA loan book since 2015



**300** KCB MPESA loan transactions per minute



**250M** money disbursed in Jan 2019

Money disbursed through KCB MPESA loans in

**2018**

No of loans

**10M**



Loans Value



**43B**

# KCB MPESA 2016 – 2017: Valuation overview



**KSh. 875 million**  
Total investment in KCB MPESA



**KSh. 2.5 trillion**  
Total Social Value Impact



**KSh. 124 billion\***  
Total Impact of Human Resources

\*This is based upon a mixed SROI and Cost Savings Analysis using the savings of implementing the total number of KCB MPESA loans by traditional lending procedures



**KSh. 108 million**  
Total Environmental Impact



**KSh. 1.153 billion**  
Total Economic Impact

# Overview

**TOTAL COST: KSh. 875 MILLION\*\*\***



- \* 1. Estimation based on secondary sources. 2. The negative impact cannot be attributed directly to KCB MPESA. The context was taken from research and from an economic point of view. The amount is highlighted here but was not deducted from the social value created.  
Source: [http://www.ey.com/Publication/vwLUAssets/ey-emeia-fraud-survey/\\$FILE/ey-emeia-fraud-survey.pdf](http://www.ey.com/Publication/vwLUAssets/ey-emeia-fraud-survey/$FILE/ey-emeia-fraud-survey.pdf)
- \*\* There is a noted increase in electrical consumption due to mobile phone use & MPESA system, however the net impact was likely marginally negative as it would be offset by a reduction in CO2 emissions for transportation to bank branches, etc.
- \*\*\* Total cost taken from the income statement.
- \*\*\*\* Combined SROI and Cost Savings estimate using traditional lending costs to value and MPESA lending numbers.

# Approach



**Social**  
Primary focus of the impact study



**Economic**  
Financial as well as macro changes linked to an organisation



**Environment**  
Impact on local ecosystem



**Human Resource**  
Impact on human capital

Stakeholders have highlighted impact in three additional focus areas and have rated them as important factors.

# Social change

**Positive Social Change**



**KSh. 2.5 trillion**

**Negative Social Change**



**KSh. 131 billion**

Beneficiaries have experienced various changes as a result of KCB MPESA services:



Improved Standard of Living



Improved Financial Behavior



Enhanced Time Efficiency



Sense of Financial Security



Ability to Afford Basic Needs

There is potential for negative social impact created for customers as a result of using KCB MPESA loans\*

**Negative use of funds**

There is a possibility of using funds for negative purposes such as corruption, gambling, alcohol & drug dependency, etc. The negative impact cannot be attributed directly to KCB MPESA, as the context was taken from secondary research and from an economic outlook. Therefore, the social negative impact could be **15%\*** of the total revenue **KSh. 131,250,000**. The potential amount is highlighted here but was not deducted from the social value created.

\* Estimates based on secondary sources

\* Source: [http://www.ey.com/Publication/wwLUAssets/ey-emeia-fraud-survey/\\$FILE/ey-emeia-fraud-survey.pdf](http://www.ey.com/Publication/wwLUAssets/ey-emeia-fraud-survey/$FILE/ey-emeia-fraud-survey.pdf)

# Financial proxies based on choice modeling

Choice modelling allows stakeholders to both reveal and demonstrate their stated preferences for outcomes.

Beneficiaries were asked to rank the change experienced based on the most valuable change to them. They valued time saved for personal and work-life from using KCB MPESA as the highest, followed by encouraged savings and disciplined spending.

**Notes:** The financial proxies generated are higher than international benchmarks. The main reason for this is that the initiative is new and unique to the region, therefore, beneficiaries highly value and appreciate the services provided by KCB MPESA. Generally, in more developed areas, valuations are considerably lower.



# Calculating social impact

(Value KSh. X Quantities )– Externalities Total = Value Created

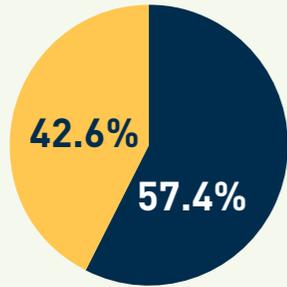
Indicators of Change	Value KSh.	Quantity	Externalities Total	Duration	Total
Time Efficiency	KSh. 486,667/-	x 5,250,158	- KSh. 1,851,919,732,288/-	1 Year	= KSh. 703,157,161,045/-
Improved Financial Behavior	KSh. 130,000/-	x 3,791,781	- KSh. 357,276,772,944/-	1 Year	= KSh. 135,654,757,056/-
Improved Standard of Living	KSh. 1,005,950/-	x 3,354,267	- KSh. 2,445,638,199,294/-	1 Year	= KSh. 928,586,689,356/-
Able of Afford Basic Needs	KSh. 250,000/-	x 4,569,582	- KSh. 828,008,258,400/-	1 Year	= KSh. 314,387,241,600/-
Sense of Financial Security	KSh. 253,800/-	x 7,534,949	- KSh. 1,386,085,816,734/-	1 Year	= KSh. 526,284,239,466/-
<b>Total</b>					KSh. 2,511,354,100,601/-
<b>Investment</b>					KSh. 875,000,000/-
<b>Discount Rate*</b>					3.85%
<b>Total Social Value Created [ Total X [1-Discount Rate] ] - Investment</b>					KSh. 2,510,479,100,600.66/-

All financial values have been derived for a choice modeling exercise conducted with the Stakeholders Externalities Total, is the deadweight, displacement and attribution deductions.

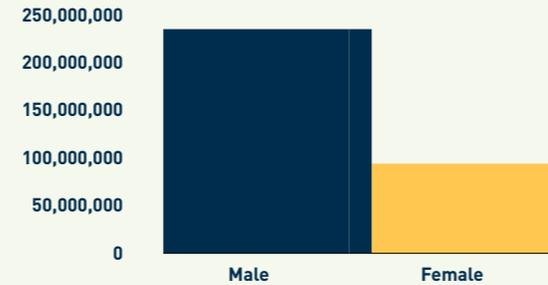
\*Based upon Kenyan Central Bank interbank lending rate 2016-2017

# Gender analysis

## KCB MPESA Customers

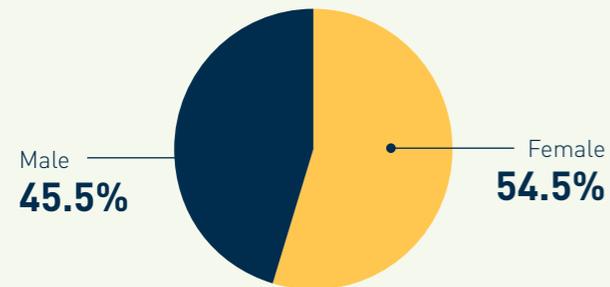


More men than women secure MPESA loans (57.4% v. 42.6%).



The KCB - MPESA loan value by gender demonstrates higher lending rates to men (72.4%) overall.

## Total Social Value Creation by Gender



Women's total social value revealed a higher rate of impact from loans received than men (54.5% vs. 45.5%).

# Economic change

## Positive Economic Change



## Negative Economic Change



## Unintended Economic Changes



### Disrupted Lending Approach

KCB MPESA focuses on people who would not have been able to access a loan, by lending them micro, short-term loans.

Inclusion of the customers with no previous loan history/ bank account has expanded the bank's reach.

Positive Impact



### Increase Customer Base

The service has increased the number of customers by 9,600,409. Many of whom were unbanked.

Positive Impact



### Calibration in the loan process

KSh. 8.42 million is opportunity for economic potential lost based upon the social impact measurement study. The feedback received relates to perceived inefficiencies in loan value allocations.

Negative Impact

# Human capital impact valuation



Total Value = KSh. 124.896 billion

Human Capital Social Value: KSh. 25.265 million  
Human Capital Cost Savings: 124.870 billion

## Human Capital Social Value Calculation

Stakeholder	Indicators of Change	Value KSh.		Quantity		Total
KCB Digital	Employee Satisfaction and Pride	KSh. 850,000/-	x	4	=	KSh. 3,400,000/-
KCB Digital	Job Security	KSh. 595,000/-	x	4	=	KSh. 2,380,000/-
KCB Digital	Enhanced Time Efficiency	KSh. 871,250/-	x	4	=	KSh. 3,485,000/-
KCB Customer Experience	Employee Satisfaction and Pride	KSh. 2,000,000/-	x	5	=	KSh. 10,000,000/-
KCB Customer Experience	Job Security	KSh. 1,200,000/-	x	5	=	KSh. 6,000,000/-
<b>Total</b>						KSh. 25,265,000/-

# Human capital cost savings



Total Value = KSh. 124.896 billion

Human Capital Social Value: KSh. 25.265 million  
Human Capital Cost Savings: 124.870 billion

## KCB-MPESA services have led to significant cost savings on personnel and time spent in processing traditional loans\*.

KCB MPESA does not require (or requires minimal) dedicated man hours for loan processing and approval

## Human Capital Cost Savings Calculation

Avg wage of loan processing team	KSh. 956.5 / hour
KCB Digital	10 hours
Average number of hours for processing a traditional loan	KSh. 9565
Total number of traditional loans 2016 - 2017	413,877
Total number of KCB MPESA loans 2016-2017	13,054,990
The amount saved in direct loan processing costs by KCB MPESA in two financial years 2016 and 2017 is approximately	KSh. 124,870,979,350

\*Compared to traditional lending practices



**Inua Jamii**



## Inua Jamii

**KCB Bank Kenya entered into a partnership with the government of Kenya to support the government's social protection initiative - the Inua Jamii Programme.**

The programme which is under the Ministry of Labour, Social Security & Services targets orphans, vulnerable children, the elderly and persons living with disability. Through the National Safety Net scheme, which is under the programme the beneficiaries receive a stipend to support their livelihood from the Bank's regional agents.

The KCB Foundation has also incorporated the Inua Jamii programme where they work in conjunction with Miramar International college. Young people and children from rehabilitation centers like Kabete Rehabilitation Center learn about Hydroponic Farming, a modern farming method. So far KSh. 8.7 billion has been disbursed to over 600,000 people.

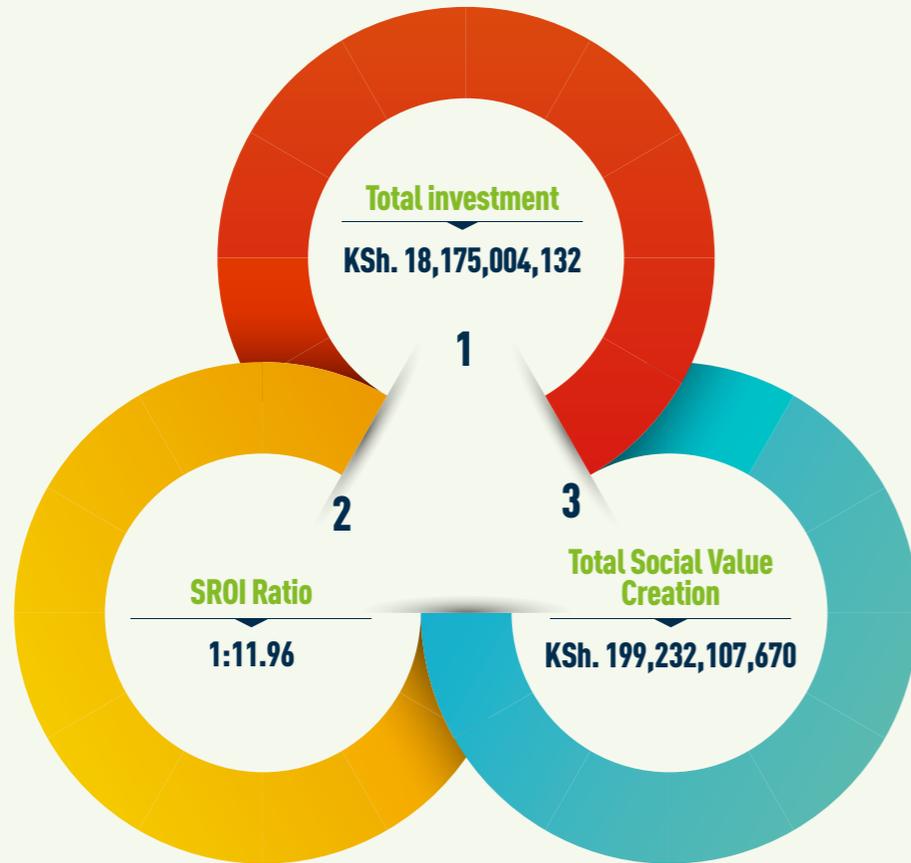
Hydroponic farming is a soil-less method of farming and a subset of hydroculture, where plants are grown using only a mineral nutrient solution in a water solvent. Students at the collage grow vegetables, tomatoes, strawberries and fodder.

The project aims to increase food production, in addition to increasing fodder production for livestock, which guarantees food security for animals especially in times of drought.

Beyond this, the programme's purpose is to help the young people to become self- dependent, by liberating them from the indignity of unemployment.

**“With over 600,000 beneficiaries, the programme aims to help the young people to liberate their peers from the indignity of unemployment”**

# Summary of Inua Jamii impact



# Establishing the scope and identifying stakeholders

Intended and unintended outcomes and positive and negative outcomes are all relevant to SROI

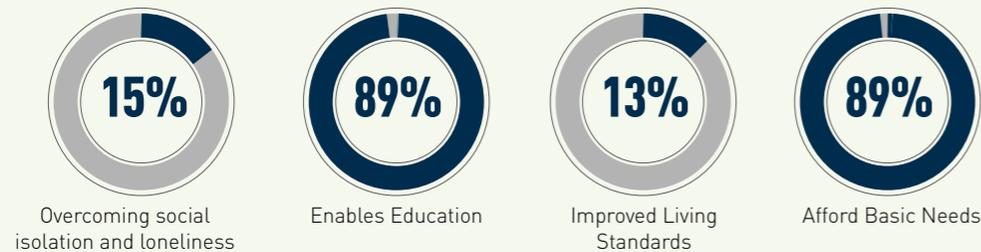
Key Stakeholders	Reason For Inclusion
People with Severe Disabilities (PWSDs)	Direct beneficiaries
Elderly	
Orphans	
Ministry of EAC, Labour and Social Protection	Programme funder
KCB Bank	Service provider
Caregivers	Direct contact with beneficiaries
Excluded Stakeholders	Reason For Exclusion
Families of the beneficiaries	Not direct beneficiaries
KCB Bank employees	

# Capturing the change - Orphans

Changes experienced by beneficiaries following KCB integration of INUA JAMII programme:



Changes experienced by beneficiaries following the INUA JAMII programme:



# Calculating social impact - Orphans

[ Value KSh. X Quantities ] – Externalities Total = Baseline Year Value Created

Indicators of Change	Value KSh.	Quantity	Externalities Total	Baseline Total
<b>KCB System Integration</b>				
Time Efficiency	KSh. 2,708.34/-	x 170,379	- KSh. 46,144,426.09/-	KSh. 415,299,834.77
Sense of Security	KSh. 32,474.85/-	x 136,303	- KSh. 442,641,947.96/-	KSh. 3,983,777,531.59
Easy access	KSh. 600/-	x 102,228	- KSh. 6,133,680/-	KSh. 55,203,120
Sense of satisfaction	KSh. 24,056.38/-	x 159,021	- KSh. 382,546,960/-	KSh. 3,442,922,644
<b>Other Indicators of Change</b>				
Overcoming social isolation and loneliness	KSh. 3,000/-	x 30,290	- KSh. 17,265,106/-	KSh. 73,604,894
Enables education	KSh. 30,095.88/-	x 177,951	- KSh. 1,017,562,468/-	KSh. 4,338,029,474
Improved living standards	KSh. 42,000/-	x 26,503	- KSh. 301,657,146/-	KSh. 811,468,854
Afford basic needs	KSh. 125,000/-	x 177,952	- KSh. 4,226,354,174/-	KSh. 18,017,645,826

Externalities Total, is the deadweight, displacement and attribution deductions.  
 \*Based upon Kenyan Central Bank interbank lending rate 2016-2017

# Calculating social impact - Orphans

Indicators of Change	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>KCB System Integration</b>						
Time Efficiency	KSh. 415,299,835/-	+ KSh. 373,769,851/-	+ KSh. 336,392,866/-	+ KSh. 302,753,580/-	+ KSh. 272,478,222/-	= KSh. 1,700,694,353/-
Sense of Security	KSh. 3,983,777,531/-	+ KSh. 3,585,399,778/-	+ KSh. 3,226,859,801/-	+ KSh. 2,904,173,821/-	+ KSh. 2,613,756,438/-	= KSh. 16,313,967,370/-
Easy access	KSh. 55,203,120/-	+ KSh. 49,682,808/-	+ KSh. 44,714,527/-	+ KSh. 40,243,074/-	+ KSh. 36,218,767/-	= KSh. 226,062,297/-
Sense of satisfaction	KSh. 3,442,922,64/-	+ KSh. 3,098,630,379/-	+ KSh. 2,788,767,341/-	+ KSh. 2,509,890,607/-	+ KSh. 2,258,901,546/-	= KSh. 14,099,112,518/-
<b>Other Indicators of Change</b>						
Overcoming social isolation and loneliness	KSh. 73,603,875/-	+ KSh. 66,243,487/-	+ KSh. 59,619,139/-	+ KSh. 53,657,225/-	+ KSh. 48,291,502/-	= KSh. 301,415,227/-
Enables Education	KSh. 4,338,029,473/-	+ KSh. 3,904,226,526/-	+ KSh. 3,513,803,873/-	+ KSh. 3,162,423,486/-	+ KSh. 2,846,181,137/-	= KSh. 17,764,664,495/-
Improved Living Standards	KSh. 811,468,854/-	+ KSh. 730,321,969/-	+ KSh. 657,289,772/-	+ KSh. 591,560,795/-	+ KSh. 532,404,715/-	= KSh. 3,323,046,104/-
Afford Basic Needs	KSh. 18,017,615,163/-	+ KSh. 16,215,853,647/-	+ KSh. 14,594,268,282/-	+ KSh. 13,134,841,454/-	+ KSh. 11,821,357,309/-	= KSh. 73,783,935,856/-
<b>Total</b>						KSh. 127,512,898,219

Year 0 (baseline) is a summary of 2016-2017 outcomes  
 Net present value based upon Kenyan Central Bank interbank lending rate 2016-2017

# Capturing the change - Elderly

Changes experienced by beneficiaries following KCB integration of INUA JAMII programme:



Changes experienced by beneficiaries following the INUA JAMII programme:



# Calculating social impact - Elderly

Indicators of Change	Value KSh.	Quantity	Externalities Total	Duration	Total
<b>KCB System Integration</b>					
Time Efficiency	KSh. 2,708.34/-	x 238,970	- KSh. 63,103,170.96/-	1 Year	= KSh. 584,108,838.84/-
Sense of Security	KSh. 32,474.85/-	x 264,125	- KSh. 836,298,426.23/-	1 Year	= KSh. 7,741,121,330.02/-
Easy access	KSh. 600/-	x 182,372	- KSh. 10,668,762.00/-	1 Year	= KSh. 98,754,438/-
Sense of satisfaction	KSh. 24,056.38/-	x 251,548	- KSh. 590,005,091.93/-	1 Year	= KSh. 5,461,329,184.31/-
<b>Other Indicators of Change</b>					
Better Health Conditions	KSh. 60,000.00/-	x 232,682	- KSh. 1,361,189,700.00/-	1 Year	= KSh. 12,599,730,300/-
Enables Education	KSh. 30,095.88/-	x 100,619	- KSh. 295,251,191.60/-	1 Year	= KSh. 2,732,966,158.12/-
Improved Living Standards	KSh. 42,000/-	x 12,577	- KSh. 51,502,815.00/-	1 Year	= KSh. 476,731,185/-
Afford Basic Needs	KSh. 125,000/-	x 282,991	- KSh. 3,448,952,812.50/-	1 Year	= KSh. 31,924,922,187.50/-
Overcoming social isolation and loneliness	KSh. 3,000/-	x 56,598	- KSh. 16,554,915/-	1 Year	= KSh. 153,239,085/-
<b>Total</b>					KSh. 61,772,902,706.79/-

Externalities Total, is the deadweight, displacement and attribution deductions.  
 \*Based upon Kenyan Central Bank interbank lending rate 2016-2017

# Capturing the change - People with Severe Disabilities (PWSDS)

Changes experienced by beneficiaries following KCB integration of INUA JAMII programme:



Changes experienced by beneficiaries following the INUA JAMII programme:



# Calculating social impact - PWSD'S

[ Value KSh. X Quantities ] – Externalities Total = Baseline Year Value Created

Indicators of Change	Value KSh.	Quantity	Externalities Total	Base Year Total
<b>KCB System Integration</b>				
Time Efficiency	KSh. 2,708.34/-	x 39,912	- KSh. 29,293,817.11/-	KSh. 78,801,449/-
Sense of Security	KSh. 32,474.85/-	x 38,487	- KSh. 338,711,938.58/-	KSh. 911,147,613/-
Easy access	KSh. 600/-	x 31,359	- KSh. 5,098,973.40/-	KSh. 13,716,427/-
Sense of satisfaction	KSh. 24,056.38/-	x 42,763	- KSh. 278,783,927.02/-	KSh. 749,939,051/-
<b>Other Indicators of Change</b>				
Better Health Conditions	KSh. 60,000.00/-	x 44,188	- KSh. 718,496,880/-	KSh. 1,932,783,120/-
Enables Education	KSh. 69,593.51/-	x 27,083	- KSh. 510,781,079.49/-	KSh. 1,374,019,952/-
Improved Living Standards	KSh. 42,000/-	x 8,553	- KSh. 97,350,246/-	KSh. 261,875,754/-
Afford Basic Needs	KSh. 125,000/-	x 47,039	- KSh. 1,593,446,125/-	KSh. 4,286,428,875/-
Overcoming social isolation and loneliness	KSh. 3,000/-	x 5,702	- KSh. 4,635,726/-	KSh. 12,470,274/-

Externalities Total, is the deadweight, displacement and attribution deductions.

\*Based upon Kenyan Central Bank interbank lending rate 2016-2017.

# Calculating social impact - PWSDs

Indicators of Change	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>KCB System Integration</b>						
Time Efficiency	KSh. 78,801,449/-	+ KSh. 78,801,449/-	+ KSh. 78,801,449/-	+ KSh. 78,801,449/-	+ KSh. 78,801,449/-	= KSh. 394,007,245/-
Sense of Security	KSh. 911,147,613/-	+ KSh. 911,147,613/-	+ KSh. 911,147,613/-	+ KSh. 911,147,613/-	+ KSh. 911,147,613/-	= KSh. 4,555,738,067/-
Easy access	KSh. 13,716,427/-	+ KSh. 13,716,427/-	+ KSh. 13,716,427/-	+ KSh. 13,716,427/-	+ KSh. 13,716,427/-	= KSh. 68,582,133/-
Sense of satisfaction	KSh. 749,939,051/-	+ KSh. 749,939,051/-	+ KSh. 749,939,051/-	+ KSh. 749,939,051/-	+ KSh. 749,939,051/-	= KSh. 3,749,695,250/-
<b>Other Indicators of Change</b>						
Better Health Conditions	KSh. 1,932,783,120/-	+ KSh. 1,932,783,120/-	+ KSh. 1,932,783,120/-	+ KSh. 1,932,783,120/-	+ KSh. 1,932,783,120/-	= KSh. 9,663,915,600/-
Enables Education	1,374,019,952/-	+ 1,374,019,952/-	+ 1,374,019,952/-	+ 1,374,019,952/-	+ 1,374,019,952/-	= KSh. 6,870,099,759/-
Improved Living Standards	KSh. 261,875,754/-	+ KSh. 261,875,754/-	+ KSh. 261,875,754/-	+ KSh. 261,875,754/-	+ KSh. 261,875,754/-	= KSh. 1,309,378,770/-
Afford Basic Needs	KSh. 4,286,428,875/-	+ KSh. 4,286,428,875/-	+ KSh. 4,286,428,875/-	+ KSh. 4,286,428,875/-	+ KSh. 4,286,428,875/-	= KSh. 21,432,144,375/-
Overcoming social isolation and loneliness	KSh. 12,470,274/-	+ KSh. 12,470,274/-	+ KSh. 12,470,274/-	+ KSh. 12,470,274/-	+ KSh. 12,470,274/-	= KSh. 62,351,370/-
<b>Total</b>						KSh. 43,011,491,810/-

## Calculating social impact - Inua Jamii

	<b>Total</b>
Orphans	KSh. 31,137,920,494.97/-
Elderly	KSh. 61,772,902,706.79/-
PWSDs	KSh. 9,621,182,514.70/-
<b>Total</b>	KSh. 217,407,111,802.03/-
<b>Investment</b>	KSh. 18,175,004,132/-
<b>Discount Rate</b>	3.85%
<b>Total Value Created [ Total X [1-Discount Rate] ] - Investment</b>	KSh. 199,232,107,670.03/-







## Restoring shattered dreams through vocational training

Anthony Kimani is a diminutive, charming 14-year-old boy. When he starts to speak about his past you wouldn't imagine that he was part of a gang that went around terrorising residents in Eastlands, Nairobi. At the age of 10, Kimani and his friends were caught and locked in a cell after breaking into someone's house.

"Life was difficult then. I dropped out of school and joined a criminal gang. One day, we were caught and I found myself behind bars," said Kimani. His behaviour did not change and he was eventually taken to a rehabilitation center. Life was hard because he was not used to following rules and at one time he

contemplated re-joining his gang. After getting word that some gang members had been shot dead, he changed his mind.

Kimani now has a new found purpose in life. At Kabete Rehabilitation School, better known to the students as 'Boma' he is involved in the agriculture club where he has honed his farming skills.

Through the Agriculture club, Kimani attended Hydroponics farming lessons supported by the KCB Foundation in partnership with Miramar International College.

"Besides farming, I have learnt a lot. I now know how to communicate with customers, manage my time better and keep personal records. I aspire to start a business to support my parents and siblings. With the knowledge acquired, I hope to transform the lives of my friends by sharing with them the skills, and possibly, partner with them," said Kimani.

So far, Kimani is engaged in agriculture and the baking clubs at Boma.

"We bake cakes and sell to teachers and communities nearby. We then re-invest the profits and make more products for sale," he says.

Although his dream is to become a lawyer, he also hopes to venture into agribusiness.

**"Besides farming, I have learnt a lot. I now know how to communicate with customers, manage my time better and keep personal records"**



Graduates display their certificates at the conclusion of their training on hydroponic farming at Miramar International College, Kikuyu under the KCB Foundation's 2jjajiri and GIZ's Employment and Skills for Eastern Africa (E4D/SOGA) Project.



Left to right: GIZ Technical Advisor Prisca Githua, GIZ Country Director for Kenya Stefan Opitz, Miramar International College President Prof Dominic Mwenja, GIZ E4D/SOGA Kenya Team Leader Aregash Asfaw and KCB Foundation Executive Director Jane Mwangi admire spinach grown using hydroponic technology at Miramar International College.



## 2Jiajiri

### Youth unemployment in Kenya

Each year an estimated 800,000 youth are released to the Kenyan market. These numbers consistently indicate that the number of university graduates released every year into the market surpasses the labour market and the opportunities for entrepreneurship though bright, remain slim. Across Africa and indeed in Kenya, the shift from rural to urban-based economies is spurring more opportunities for the country's young people. This calls for urgent and critical initiatives to address youth unemployment.

The fact that Kenya's informal sector has been largely ignored over the years as the engine for economic growth has played a part in the rise of unemployed Kenyans in the last decade. The reasons vary from widening gap between

population growth and entry-level opportunities for young Kenyans to lack of access to finance and adequate training for the youth among others.

### The development concern

The youth are in need of employment and self-employment opportunities. More importantly they are in need of skills for self-employment. On the other hand, many existing SMEs with potential to catalyze economic output suffer from business stagnation due to inadequate skilled workforce and capital needed to grow their businesses and yield higher quality of products and services. The blue-collar industry has a shortage of skilled workers yet there are so many unemployed youth. This can be solved through training the out-of-school youth in vocational skills as well as developing the skills and experience of mid-level technicians and artisans. Employment generation can also be achieved through strengthening the linkages

between technical training institutions and the private sector.

### Our work

KCB Foundation launched 2Jiajiri programme in 2016 to develop a new cadre of youthful entrepreneurs in the informal sector to ease the country's unemployment crisis; and to provide a bridge to the unemployment gap that exists among the youth. It seeks to empower and equip unemployed and out-of-school youth with technical skill training opportunities as well as up-skilling. The programme is focused on various informal trades: building & construction, automotive engineering, beauty & personal care, domestic services and agribusiness. The programme seeks to grow youth micro-businesses in these trades and bring them to a place where they can employ at least 5 other young people with an aim of creating 250,000 jobs.

**“2jiajiri is turning today's job seekers into job securers and job creators.”**

KCB Foundation's 2Jiajiri program aims to help match young entrepreneurs with the skills required specifically to fill positions in high demand, including “blue collar” trades such as plumbing, electrical work and mechanics. It also aims to close the skill and financing gap for small business owners in need of further credentials and skills to grow their businesses and apply for financing.

The program contributes to this mission by:

- Providing technical skills scholarships for out of school youth aged 18-35 years (upskilling) and existing micro entrepreneurs (skilling);

- Offering business development services and discounted as set and capital financing for the graduates of the above; and
- Supporting necessary market and industry linkages, for example, to link suppliers together with buyers.

### How 2jiajiri programme works

2Jiajiri programme is a joint effort with partners who help to pull both technical and financial resources for youth enterprise development.

The programme has a 3 - step approach:

- 1. Inception:** Vocational training for out-of-school youth aged 18-35 years to grow and better their skills;
- 2. Incubation:** Participants receive financial support as well as business development services (BDS) for their existing or new businesses for a year. BDS comprise legal, marketing and financial management support for businesses established by the beneficiaries;
- 3. Maturity:** Your business becomes bankable and can secure business services from a bank.

### 2jiajiri impact

- Skilled 18,748 (47.5% female – 8,909) and 52.5% male – 9,839) youth beneficiaries on technical skills and financial literacy across the country by sectors:
  - » Agribusiness – 10,766
  - » Automotive Engineering – 1,201
  - » Beauty and Personal Care – 1,737
  - » Building and Construction – 3,712
  - » Domestic Services – 1,268
- 5,499 individuals have accessed Business Development Support
- Loans worth KSh. 68.6m disbursed to beneficiaries
- 2jiajiri is turning today's job seekers into job securers and job creators.

### Methodology

The SROI study was based upon a sample of 74 face to face interviews; 97 questionnaires; and 10 valuation games throughout Ahero, Busia, Eldoret, Kisumu, Mombasa, Nairobi, Nakuru, Nyeri, and Mombasa counties out of the program's 2,234 beneficiaries. The SROI study's calculated results involved three different methods: primary, secondary and combined sources revealing a SROI ratio between 1:2 to 1:7, meaning that for every one Kenyan shilling invested in the programme, each beneficiary received between KSh.2 and 7 in additional benefits based upon a total value creation between KSh. 238 million to KSh. 1 billion.

The first primary sources scenario relies upon values driven directly from stakeholders. The values reflect stakeholder feelings, emotions, and other social impacts, thereby capturing local reality. The values indicated by stakeholders are four times above the global average values, resulting in an above average SROI ratio of 1:7.56 based upon a total social value creation of KSh. 1,073,725,406.56. Given the programme has been running for two years, stakeholders might have over-claimed the value of changes resulting from the programme.

There is a risk if the programme continues to run in the same way and other organisations add more elements to their programmes, stakeholders will value less about the programme and the ratio will drop in the future. The secondary source scenario drew upon values that were benchmarked against global values and adjusted to inflation and country value. It reflects a more accurate value of a programme that has been running for a longer period. These values have been studied and assessed by experts in the field, yet they take into consideration the local reality of the study area, therefore it might miss some elements that are unique to the Kenyan context. A 1:2.43 SROI is derived based upon a total social value creation of KSh. 238,218,648.87.



**Skilled 18,748**

Youths with technical skills and financial literacy across the country



**KSh. 68.6 million**

Loans disbursed to beneficiaries.



**5,499**

Individuals have accessed Business Development Support

## It's never too late to achieve your dreams

**“KCB Foundation 2jiajiri has taught me that it is never too late to achieve your dreams!”**



Jane Njeri never imagined she would get back into a class, more so as a 41-year-old mother. So when her acceptance call to join the KCB 2jiajiri programme came through, she found it hard to believe. The thought of being in the same classroom with her son's age mates was too much to bear. However, she convinced herself to enroll for the programme.

Prior to joining the programme, Jane had been a caterer for more than 10 years, and in 2016 she decided to apply for the 2jiajiri program to realise her dream of owning a chain of restaurants.

The training she received at the Mombasa Teachers Training Institute exposed her to a whole new way of doing business. She was determined to make the best of this once in a lifetime chance and she put her heart and soul into it. The youthful ages of her fellow classmates still bothered her but did not put her down. She worked harder than all the rest and her perseverance bore fruit when she was announced the top student in the Mombasa cohort.

“I didn't believe that I was able to perform better than all the other students who didn't have full time jobs and young families to attend to. I was in shock.”

She says the training was an eye-opener.

“I was taught how to market my services on social media and now I get more orders. Before, I would go for week without any

contracted work but I am now able to distribute my business cards to other customers at the events I cater to and I let my work speak for itself.”

Jane was eligible for a KSh.900,000 loan which enabled her purchase a van to transport orders. This investment has been a game changer as she has obtained permanent meal order contracts with schools, hotels and organizations.

Jane has seven employees including her son who is the driver of the van. However, on busy occasions such as weddings she hires her former 2jiajiri classmates to serve the guests and manage the operations. On numerous occasions she has had simultaneous events which requires seamless logistical planning that she has handled without breaking a sweat.

Jane plans on purchasing a truck to transport her food in one trip and a larger permanent space for her growing business. She is looking to purchase tents and chairs that will enable her to offer catering services without leasing some of the equipment needed.

She encourages the Kenyan youth to jump on the 2jiajiri bandwagon sooner rather than later. “If my business is doing well after three years, I can only imagine what the next 10 years has in store for me. I am encouraging my son to join 2jiajiri so that he too can become self-sufficient.”

“KCB Foundation 2jiajiri has taught me that it is never too late to achieve your dreams!”



Chef, Jane Njeri, a KCB 2jiajiri Beneficiary (left) prepares food for customers at Leisure Village Hotel in Kisauni, Mombasa County.

# Re-inventing farming using science

**“Hydroponic farming has changed my perception of farming since it is clean farming and not labour intensive.”**



In a span of six months, Grace Kimani went from sitting idle at home to having a guaranteed five-year vegetable supplies contract with Tuskys Supermarket.

This transformation happened after she graduated from Miramar International College in Kikuyu with a certificate in agribusiness. Grace partnered with six of her classmates to form Vabiz Enterprises which specializes in growing tomatoes using the hydroponics farming technology - a soil-less method of farming where plants are grown using only a mineral nutrient solution. The method enables crops to mature within a short time, and are usually free from soil borne diseases.

Grace and her business partners are beneficiaries of the Skills and Enterprise Development project, an initiative between KCB Foundation's 2jiajiri programme and the German Agency for International Cooperation (GIZ).

After undergoing a three-month training, the group members qualified for a loan and used the money to construct a greenhouse. They started off with 1,200 stems of tomatoes, which, through meticulous adherence to hydroponic farming techniques, managed to yield over 600kg of tomatoes after six months. They recently partnered with San Valencia

Hotel who are their anchor client in addition to the five-year supplies contract with Tuskys.

Grace attributes their success to the opportunity offered by KCB Foundation, without which she would not have known about hydroponic farming.

“Hydroponic farming has changed my perception of farming since it is clean farming and not labour intensive. It’s something you can handle whether you are working in the office or have other things to do,” Grace adds.

Her success story is similar to that of Simon Muriithi, a member of the Greenlife Veggies, who together with his five friends, have embraced farming lentils through hydroponics technology after graduating from Miramar International College.

By his own admission, KCB Foundation has supported them comprehensively through providing seedlings, nutrients, construction materials for the green-house and financial literacy.

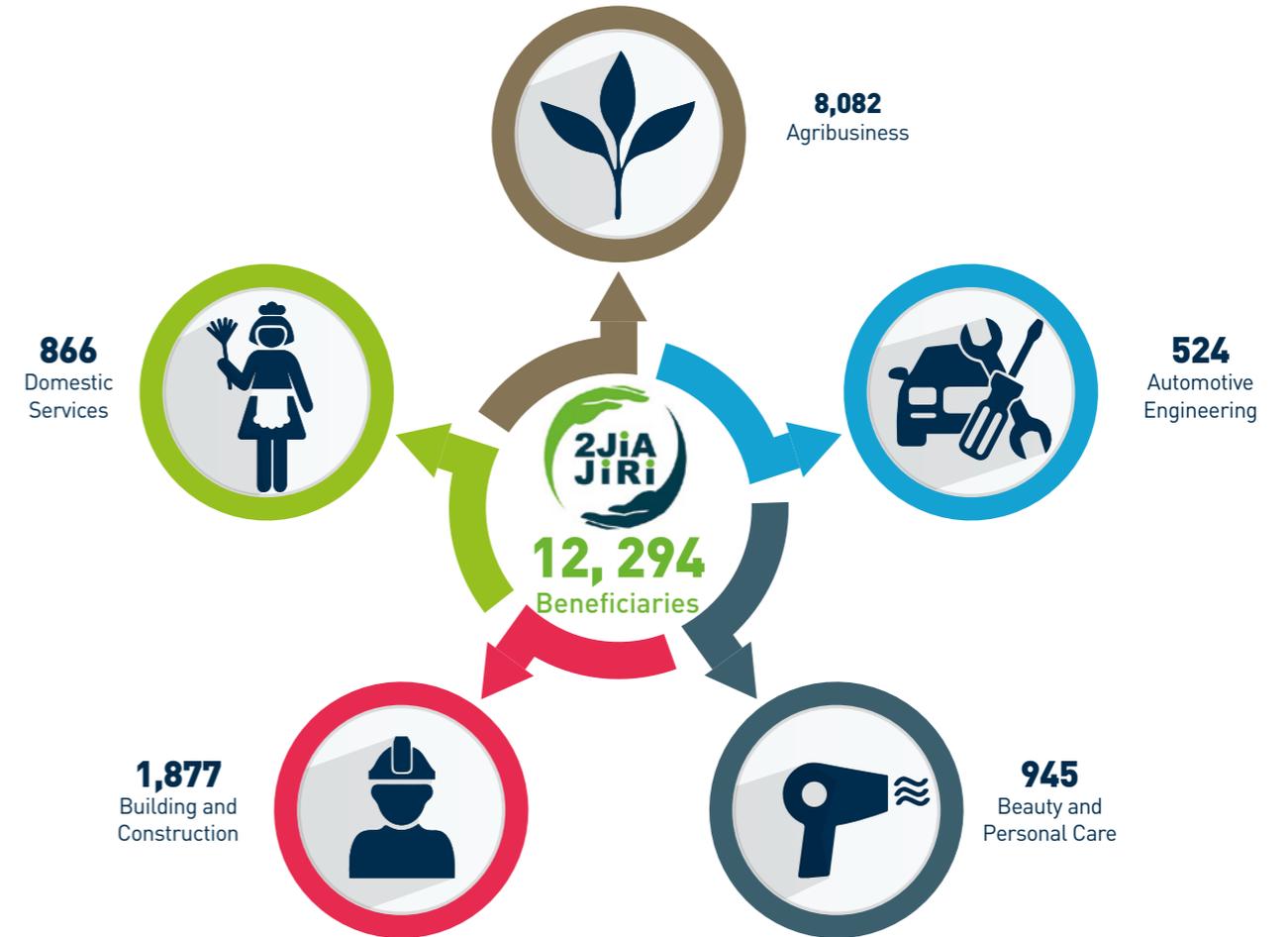
Prof. Dominic Mwenja, President of Miramar College is excited about being part of the

program. He says the young farmers need to be exposed to modern methods of farming which are not affected by changing weather patterns.

The KCBF 2jiajiri agribusiness program, Professor Mwenja says, aims to disprove the old stereotypes of farming in terms of age, where the average Kenyan farmer has been over 50 years to having 18-year-old's youth embracing farming.

In hydroponic farming, plant growth and productivity is controlled by the type and amount of nutrients added to the water. The technology enables farmers to achieve predictable yields for vegetables in shorter periods compared to traditional methods of farming. With this system, the farmer is unaffected by seasons, adverse weather conditions or climate change, which have all given rise to severe food insecurity in Africa.

## KCB 2jiajiri Programme highlights





## Starting a garage business: One entrepreneur's journey

“His big break came after he learnt about the 2jijiri programme.”

The success story of Titus Ndeii is an indication of what youth can achieve given a chance and financial support.

Titus owns an automotive spare part shops thanks to the support of the KCB Foundation's 2jijiri youth empowerment programme.

Like many mechanics, Titus had never received any formal training. He started out as a spanner boy, working under an experienced mechanic. The skills he acquired were from watching this mechanic carry out repair works. He admired his prowess and hoped that one day, he too would be experienced enough to open his garage and pass on his skills.

One of their customers at the garage was a KCB Branch Manager. It is through their relationship that Titus opened an account at the KCB Branch in Kitengela. From his savings, he was able to take out a Sh50,000 loan which he used to purchase spare parts that he sold alongside the services he was offering at the garage.

The money he got from his side job fueled his desire to venture out on his own. He opened up a vehicle spare shop.

But his big break came after he learnt about the 2jijiri programme. The programme seeks to support young people through training,

apprenticeship and funding to set up their own businesses, earn a living and employ others.

After researching on the benefits of joining 2jijiri, he decided to apply. His application was accepted and he was enrolled where he undertook a six-month training.

After the training, the programme linked him up with a business development team that trained him in the nitty gritty of running a successful business such as budgeting and record keeping. He also got a loan to improve his business.

The loan he received from the programme enabled him open two more spare shops. He has 13 employees whom he mentors.

Through his businesses, Titus has built a family house, rental houses and started a livestock farm which provide an extra source of income. His employees reside in rental homes that Titus also owns.

The 37-year-old, who lives by the mantra "Inspire before you Expire", is a source of encouragement for his employees and other business owners.

He urges the youth to take advantage of 2jijiri as much as possible because he has witnessed the fruits of his partnership with KCB firsthand.

Titus plans to run for local MCA seat in 2022 and he believes that he will secure a seat this time after he failed to capture the seat in the last elections.



Automotive Technician, Titus Ndeii, A KCB 2jijiri Beneficiary (left corner photo) attends to his customers at his Auto Spares Shop in Kitengela, Kajiado County.

## Redefining Kenya's jobs story

The future of any great nation lies in the investment that it makes in children and the youth.

President Uhuru Kenyatta often says that no Kenyan should be left behind. But today, a majority of the youth feel excluded.

That is why KCB Group, has purposed to invest in programmes that will ensure we support the growth and development of the excluded. With nearly two and a half million customers in the small and medium based enterprise category, our choice to invest in the youth was informed by the need to strengthen this sector and empower them to be job-creators.

That's exactly why we set up 2jijiri, KCB Foundation's technical and vocational training scholarships programme, to give youth a crucial stepping stone into entrepreneurship.

Today's start-ups are tomorrow's conglomerates. That's why KCB is big on entrepreneurship.

2jijiri is anchored on five pillars: agriculture, building and construction, beauty and personal care, automotive engineering and domestic services.

In line with SDG 17, which encourages partnerships for sustainable development, the KCB Foundation actively seeks out strategic partners to deliver on its mandate.

One of our foremost partnerships is with Technical and Vocational Training (TVET) institutions. Before our partnership, most of these institutions had no students. Enrolment capacity, according to the State Department of Vocational and Technical Training, is about two million and yet they had less than 100,000 admissions.

Yet these institutions have the equipment, the knowledge and the capacity that is critical for the success of 2jijiri.

Today, we're working with close to 200 technical institutions across the nation. Enrolment has increased. In turn, the institutions have upgraded their training tools in line with market demands. A good example is the automotive engineering sector, where, although technology has advanced, we still had some schools using old carburetor engines for training. This is the shift we're glad to see happen.

If you look at mature economies like China or even Japan, the real jobs are in the technical crafts. For example, we import 80,000 second hand cars and yet we don't have an automotive industry that specializes in vehicle servicing. None of the ones we have are certified craft practitioners. Gradually, we'll move into vehicle manufacturing under the Big 4 agenda.

I also look at it from the point of view of our graduates. Every single one of the 10,000 who have interacted with our programme has a story. Some have started enterprises such as mechanical shops, restaurants, bakeries, cleaning service and so on. It is encouraging to see that their personal narratives have undergone a powerful and dramatic change.

We must also change the national and individual psyche towards the skills-based jobs.

As it is, only 100,000 students can be admitted to university every year. Last year, about 600,000 candidates sat the Kenya Certificate of Secondary Education examinations.

So what happens to the other 500,000? That's where we need to go and upskill them. That's what we are trying to do with 2jijiri; build



Today's start-ups  
are tomorrow's  
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entrepreneurship

competency in these crafts.

The country cannot deliver the Big Four agenda if we do not have the capacity to build local skills to meet the demand.

The 2jijiri programme is at the core of national transformation. It's not a KCBF programme anymore. It's about co-creation. It's about creating something close to our young people in order to give them a future.

A nation that develops without it's people or leaves behind 70% of its people in its growth agenda, cannot claim to be developed. You can't develop by leaving behind half the population, and assume you are making progress.

This is why I am excited about the way the national and county governments are seized of the youth agenda. The Head of State sees the opportunity in young people and has been involved so much so that he has been named the global Champion of the Young People's Agenda at the UN level.

Through our partnership with Toyota, we are creating some of the best automotive engineers locally. We are also working with the German International Cooperation (GIZ) to provide investment in smart farming like hydroponics since young people want less chaotic farming compared to their parents. They are planting vegetables without using soil now.

We have also developed strategic partnerships with the county governments of Meru, Makueni, Kajiado, Nairobi and Mombasa.

We would never have achieved this without the support of all these partners.

KCB Group is committed to uplifting the societies in which we operate. It is our way of giving back by midwifing a transition from one generation to another. Overall, we are building a better economy, a better Kenya and a better future for all.

## KCB Foundation gave wings to my dreams

**“I am grateful to KCB Foundation for believing in my dream and helping me to achieve it.”**



**M**illicent Muthoni always dreamt of running a successful salon business. Her's was a mobile business, which she says was not well paying given that she was literally going head to head with established salons in Kitengela.

Without a physical salon, the 29-year-old had to rely on return customers and word of mouth to get business. This changed one day when one of her friends told her about 2jijiri, a KCB Foundation youth entrepreneurship programme.

2jijiri aims to transform the youth of today into the employers of tomorrow through targeted skills development in the informal sector. As its name suggests, 2jijiri is all about upskilling the youth and helping them become self-employed through 4 key milestones: Technical and vocational training; Access to financial services including start-up and working capital; Enterprise management support through business development and advisory services, where skilled professionals assist in formalising the microenterprises that are started by the youth and formal linkages to customers.

Millicent decided to try her luck and sent her application.

“I was not sure I would succeed. But a phone call from KCB informing me that I was successful and I would join the programme was the best news ever,” she says.

The hairdressing training she received opened her mind to a whole new world of possibilities. She began to envision opening her own salon.

After graduation, KCB Foundation linked her up with a business development team who helped Millicent draw up a business plan, and also trained her in budgeting and marketing. The programme also gave her an interest free loan of KSh. 150,000 that put Millicent on the path to setting up her salon. With the money, she also purchases necessary salon equipment.

“The training course was the best thing I ever did. The course taught me how to run my business more efficiently. I am now more professional in my approach to business,” says Millicent.

She is also imparting the skills she learnt to her employees including her husband who has also joined her at the salon. He hopes that by the end of the year he will be fully equipped to take up most of the services so that he can fill in for his wife and at the same time provide an extra income through the same salon.

She hopes to repay her loan in order to secure an even larger one that would enable her to expand her business physically and procure equipment that would cater to a range of beauty services.

“I am grateful to KCB Foundation for believing in my dream and helping me to achieve it. I want to empower other youths just like the Foundation has done for me,” she says.



Hair Dresser and Beautician, Millicent Muthoni, a KCB Tujijiri Beneficiary (left) attends to her customer at her Favoured Salon in Kitengela, Kajiado County.

## Unlocking the youth potential to drive change

SMALL AND MEDIUM-sized enterprises make up the majority of all businesses in Kenya. According to the Kenya National Bureau of Statistics 2017 data, the informal sector accounts for 83.1% of employment (13.3 million people).

This is represented by a young man who plants and sells potatoes and vegetables; boda boda riders found in urban centres; the new graduate who opens a garage in his neighbourhood, or the girl who is supporting herself as a hairdresser.

These are the people who drive Kenya's vibrant informal economy. On the other hand, only a paltry 2.6 million people hold formal jobs. These are the people with a regular monthly income.

It is clear therefore that employment in the country is driven by the informal sector yet, for many years, this sector has been subordinated to the formal sector. Our education system has been preparing graduates for jobs in the formal sector, yet the economy is not producing enough jobs. This gives rise to educated but jobless youth.

The other challenge is that those in the informal sector lack business training and funds to grow their businesses and even employ others.

It is in response to the social challenge of youth unemployment that KCB Group, through our shared value philosophy that espouses the need for businesses entities to be proactive in solving societal challenges, launched 2jijiri in 2016.

2jijiri is a five-year enterprise development and wealth creation programme that seeks

to catalyse employment and wealth creation among existing micro-entrepreneurs and the youth.

2jijiri focuses on six sectors namely: construction, automotive, domestic services, agribusiness, beauty and personal care and ICT. The programme seeks to reach 50,000 youth and informal sector entrepreneurs in the next five years. To date over 23,000 youth have benefited directly.

2jijiri is divided into three stages. The first stage entails up-skilling of out-of-school youth and micro-entrepreneurs through scholarships in Technical and Vocational Education and Training (TVET) institutions. This is followed by absorption into a business entity that hires them. Thereafter the Foundation support the graduates in setting up their own business replete with business development support that includes capital financing, discounted assets and provision of market and industry linkages.

They also get advisory services from three university graduate consultants; an accountant, marketer and lawyer. This goes a long way in building linkages between the informal and formal sectors thereby increasing the informal sector's potential for growth and development.

The success of the 2jijiri programme can be attributed to the large infrastructure that KCB Bank has across Kenya with over 203 branches, which the Foundation has capitalised on.

We work with like-minded partners towards addressing challenges facing small enterprises, which will go a long way in tackling youth unemployment.

Of all our 2jijiri programmes, hydroponics



**“ We work with like-minded partners towards addressing challenges facing small enterprises, which will go a long way in tackling youth unemployment. ”**

farming which falls under agribusiness, has been a hit with the youth who are eager to start businesses after undergoing a three-month course. So far, our hydroponics graduate class have built 10 greenhouses in Rungiri and 15 greenhouses in Juja. Plans are underway to build another 35. Every greenhouse is owned by a group of five.

Looking ahead, the Foundation is working on a franchising model with Ashleys, a renowned beauty brand. The partnership will see 2jijiri

graduates open salons under the Ashleys brand name therefore leverage on their goodwill and brand equity.

It is hoped that each salon franchise would create jobs for 10 people who will in turn create jobs for others therefore cascading employment and wealth. We believe that once the details of this partnership are firmed up, it has the potential of unlocking youth unemployment.

As a result of our interventions, 2jijiri received a rare accolade from the Financial Times Banker magazine, helping the bank win the 'Bank of the Year - Banking in the Community' award.

To the 10,000 youth who are graduating, today is a celebration of one milestone, but the real journey begins in January when you will have to set up businesses, run them well and empower and employ other people and we promise to walk with you every step of the way.

## GIZ, KCB-F supporting youth empowerment



"Since it's a science and technology-related training, many young people are fascinated. We have trained 1,000 youth and 350 have already established their businesses. Not only did they get technical training in hydroponic farming but they also got business development service training and a loan from KCB Bank," she says.

The training has been so effective so well that Makueni County Government is keen to introduce the program that was piloted in Miramar International College.

Currently, 150 youth from Makueni are undergoing training and the county government offers financial support for the youth who come to Miramar college to be skilled in hydroponic farming.

"We would like to upscale this approach in other counties where there is a big need for youth employment. Youth unemployment is a big issue which the Big Four agenda is addressing through agribusiness. Young people are

**The training has been so effective so well that Makueni County Government is keen to introduce the program.**

motivated to engage in entrepreneurship in the agriculture sector and this is a window of opportunity that has been opened to them," says Asfaw.

Because most people in the education system focus on university level training, Asfaw says, technical vocational training has become a challenge.

It is for this reason that Asfaw's E4D/SOGA offers modularized training.

"We train for six months; three months in the classroom and the other three is for practical training. That's how for example, the youth in the construction sector will be trained."

The programme finances the short training course called Competence Based Education and Training.

"When they finish the course they will either be employed in the booming construction sector in Kenya or be self-employed where we can equip them with tools," she says.

KCB FOUNDATION'S 2jijiri programme and GIZ Employment and Skills for Eastern Africa (E4D/SOGA) have partnered to address the unemployment crisis that continues to affect Kenya's growing youth population.

The two programmes aim to increase the employability of young people by skilling them in various trades and supporting SMEs to create jobs.

One of those trades is the innovative hydroponic farming. According to Aregash Asfaw, Director E4D/SOGA, young people are attracted to hydroponic farming because it is a "clean" technique of agriculture that does not require them to have huge tracts of land.

## My life is much more colourful

About two years ago, Tobias Cheruiyot thought he had his career firmly rooted in the education sector. A teacher at the time, Cheruiyot envisioned a future as an educator where he would impact the lives of students.

Unfortunately, that dream fizzled out when the government required all teachers to attain a TSC certification before providing lessons in any institution.

In one stroke, Cheruiyot was rendered jobless. He however decided to pursue his other love; painting and decoration.

He joined the Kaplong Youth Polytechnic, where he took a one-year painting course.

Fast forward to today, and Cheruiyot is a skilled painter and the owner of Skyline Arts and Designs at Shongiroi Centre in Bomet County.

All this was made possible through sponsorship from the KCB Foundation 2jijiri program. Not only did the program sponsor his training, it also provided funds for Cheruiyot to set up his business.

As a beneficiary of the program, the 20-year-old got additional support from the Business Development Services (BDS) officers who trained him on various aspects of business planning and management, book keeping and customer relations.

"After the training, I registered my business name and then got my certificate. I later received my business permit. The Foundation provided me with funds to open a shop where I sell paints and related accessories, pursue my passion for art, design and sign writing," he says.

"2jijiri came at the right time because I really needed a backup plan after my teaching career hit a snag. Thanks to their support, today I am self-employed and happy," he adds.

**"The Foundation provided me with funds to open a shop where I sell paints and related accessories, pursue my passion for art, design and sign writing"**



## Leveraging on the franchise model to kick-start businesses



IF YOU ASKED many budding entrepreneurs about the top challenge limiting them from expanding their business ventures, you'll have a unanimous response: lack of capital.

Without business credibility, it's hard for them to access credit from financial institutions.

To address these challenges, KCB Foundation partnered with the East African Business Council (EABC) and Ashleys Hair and Beauty Salon to support 2jijiri beneficiaries to establish business ventures through the franchising model.

Franchising is a business model where a business owner (franchisor) expands their business ventures by selling the right to use their brand name and business model to a franchisee.

Globally, some of the most successful franchises are in the fast food and hospitality industries, retail and apparel sectors.

Some of the local examples include KFC, Burger King, Pizza Hut, LC Waikiki, Carrefour, Java House and Hotel InterContinental. The franchise model is also being applied to the health sector with Tunza Clinics being a good example.

Under this particular partnership, KCB Foundation's 2jijiri beneficiaries will run their businesses under the Ashleys brand instead of building their own new business brands. They will leverage on the trade identity and goodwill that Ashley's has built over the years.

According to the EABC Franchise Consultant Wambugu Gichohi, KCB Foundation, through the partnership with Ashley's, the 2jijiri beneficiaries will have a head start in growing their business.

"Most of the beneficiaries have the passion to start a business, but they don't have the

funds or the know-how of how to start and run a business. KCB Foundation will finance and mentor them," Mr. Wambugu said.

According to this tripartite agreement, the beneficiary, Ashleys and KCB Foundation (funder), will jointly own the business. Overtime, franchisee will buy back the shares from KCB Foundation and Ashleys until they claim full ownership.

EABC will help set up the business board and provide the necessary counsel on the legal and regulatory framework to the franchisees.

Unlike family-owned businesses that are centred on the business owners, under this franchise model, the business will have an independent board of directors to steer the business.

The franchise model also ensures that the business is sustainable beyond the owner.

## Partnering to drive change



Gilbert Mbutia, Naivas' administration manager and right, a 2jijiri graduate at a Naivas Supermarket branded mobile food kiosk.

**"Our partnership with KCB Foundation is working. I urge other partners and businesses to take up such social responsibilities to solve the unemployment problem"**

AFTER COMPLETING their entrepreneurship course under the KCB Foundation 2jijiri programme, 30 trainees are already gaining first hand business experience at various Naivas supermarkets.

The opportunity was made possible through partnership between KCB Foundation and Naivas.

In February 2017, Naivas took 50 beneficiaries under its wing to provide internship opportunities. Of this number, 30 were absorbed into its branches.

Gilbert Mbutia, the administration manager of Naivas says the partnership seeks to incubate the beneficiaries through internship and ready them for the job market

"For three months, the trainees underwent training after which we assessed those best

suited to take up jobs at Naivas," says Mbutia adding that majority of the trainees who were picked had trained in hospitality and were therefore absorbed into the "Fresh Section" like the kitchen, deli or bakery.

Mbutia is confident that through the training, the trainees are well equipped to start their own businesses.

"This partnership was timely; KCB Foundation sponsored them while Naivas imparts the business skills," he says.

Mbutia advocates for similar partnerships to up-skill the youth, give them funding and ultimately bridge the unemployment gap.

"Our partnership with KCB Foundation is working. I urge other partners and businesses to take up such social responsibilities to solve the unemployment problem," Mbutia says.



## 2jijiri helps school dropout find path to success

**“Our quality of life has improved to a level I would not have thought possible a few years ago.”**

By the time he was a teenager, Wilson Otieno had his future all mapped out in his mind. He would work hard through primary and high school all the way to university.

He had no illusions. Life in the little hamlet of Oele beach in Siaya County where he was born was never going to improve. Education, he figured, was his only chance of breaking free from the cycle of poverty that had bedeviled his family for generations.

His dreams for a good education and the expected good jobs came to a screeching halt in 1998 when he sat the Kenya Certificate of Primary Education examinations. Both his parents had died and Otieno had no means of raising required fees for him to join high school.

For the next 18 years, his life was a series of turns and twists as he struggled to earn a living first as a carpenter and later as a fisherman. His life took a turn for the better in 2016 when he was enlisted into the KCB Foundation 2jijiri programme.

The programme is designed to empower and equip unemployed and out of school youth to start micro-enterprises. The programme has transformed Otieno from a hand-to-mouth fisherman to a successful businessman with 10 employees.

His attitude towards life too has changed. Hope has displaced despair and he can now look to the future with confidence. Otieno tells the story of his life while seated in his canoe at the lush green beach of Oele.

“When I dropped out of school, I wasn’t interested in fishing for a living. I wanted something different, something new and something that would get me out of this place. I wanted a total break,” he says gazing across the simmering waters of the lake.

His search for a new life in a different place led him to Nairobi where he joined some jua kali artisans as a carpenter apprentice. Within two years, he had mastered all the skills needed in the craft.

“I hang around Nairobi looking for jobs and none was forthcoming mainly because I could not afford to buy the tools needed for the jobs. Without a tool box, a carpenter cannot work,” he says.

When it finally dawned on him that he was never going to earn a living as a carpenter in the city, he decided to go back to Oele beach in 2002.

He returned to a village where nothing had changed. The only means of earning a living was fishing. Reluctantly, he joined one of the fishing crews who owned a canoe.

“When you don’t own a canoe, you are employed as a casual labourer and the returns are never that good because the lion’s share of the earning go to the owner of the canoe. This motivated me to save towards buying a canoe,” he says.

For the next 16 years, Otieno and fellow fishermen roamed various parts of Lake Victoria looking for better fishing grounds. In a good week, he could make an average of KSh.2,000. Most of this money went to the upkeep of his young family leaving him with no savings.

His breakthrough came in 2016 when he received a life changing telephone call from his friend Charles who told him the KCB Foundation was looking for young people to enroll for a youth empowerment project.

“I travelled to Bondo where I met with the KCB agents. After interviews and background checks, I was enrolled into the programme.

**“His breakthrough came in 2016 when he received a life changing telephone call from his friend Charles who told him the KCB Foundation was looking for young people to enroll for a youth empowerment project.”**



First I had to undergo a six months business entrepreneurship course at Jaramogi Odinga University of Science and Techonlogy,” he recalls.

His dream of studying at university had finally come true. Armed with his newly acquired skills he was now eligible for a KSh.150,000 loan from the 2jijiri programme.

His first order of business was to buy materials to build his own canoe and acquire fishing nets. He also bought a motorbike to enable him transport his catch to the market.

“Besides fishing, I still wanted to put my carpentry skills into practice so I bought the necessary tools, timber to make furniture and opened a workshop at Nyamonye market. I also gave my wife a little money to start an omena business,” he says.

For his canoe, he hired six fishermen who work round the clock in shifts. Almost overnight, his fortunes changed. His earnings shot to between KSh. 6,000 to KSh. 10,000 a week after expenses. At the workshop where he employs four carpenters, he makes enough money to pay his workers netting him a reasonable profit after overheads.

“At home too, things have improved. I transferred my children from a public school to a private one. We are now living in a better house and we have access to better food and healthcare. Generally, our quality of life has improved to a level I would not have thought possible a few years ago,” says Otieno.

He adds that before he joined the 2jijiri programme, he lived a life of constant want. To make matters worse, his brothers and sisters were living through the same circumstances.

Today, he is the star of the family. Every now and then, he steps in to help his brothers and sisters whenever they are in financial distress.

Even with all these financial obligations, Otieno has never defaulted on the loan which he services at the rate of KSh. 6,525 per month. He plans to clear the loan in the stipulated time to so that he can have access to more credit.

“Once I get another loan, I plan to buy a motorized canoe that will enable my crew to venture further to fish-rich areas of the lake. I will also buy more efficient fishing equipment as well as expand the carpentry business,” he concludes.

The village of his birth that he once hated now holds promise and the future certainly looks bright.

## Preparing the youth for unique business venture

**“The KCB Foundation 2jijiri scholars are highly advantaged because they are among the early adopters of this innovative idea in Kenya,”**

LAUNDROMATS ARE the kind of equipment that most Kenyans have only seen in the movies but now, they are coming to a centre near you courtesy of KCB Foundation and Sheffield Africa, a supplier of laundromat equipment.

The partnership will see youth receiving specialized training in this new business venture. After training, KCB 2jijiri scholars will learn how to operate and work with laundromats thereby enabling them set up their own business enterprises.

Ronnie Ochieng, the sales manager at Sheffield Africa and Project Manager KCB



2jijiri program laundry project says Sheffield has already set up an academy for their first cohort of trainees seconded by KCB Foundation.

The four trainees will undergo training at the Sheffield Africa Laundromat Academy and later receive a containerized laundromat courtesy of KCB Foundation.

He adds that laundromats are a great innovation because, unlike the usual dry cleaners, they allow clients to walk in with their dirty laundry, buy a “coin” that they use to self-operate the machine and walk away with their clean laundry in a few minutes.

Sheffield Africa has a variety of laundry machines, most of which are imported but locally assembled at their Mombasa Road plant.

“We offer pre- and after-sales services to our clientele in that we go to their premises, look

at the space where they want to install the laundromats and assemble the equipment to fit into the available space,” said Ochieng.

He added that there is a huge potential for laundromat business machines, especially in urban areas. This, he says, creates opportunities for the 2jijiri scholars to exploit.

Manish Bajaj, Sheffield Africa Business Development Manager is happy that the partnership with the 2jijiri programme will increase the employability of youth and help others start their own businesses.

“The KCB Foundation 2jijiri scholars are highly advantaged because they are among the early adopters of this innovative idea in Kenya,” he says.

Through the 2jijiri programme, KCB Foundation seeks to develop a cadre of youthful entrepreneurs in the informal sector.

## Scholarship helped me carve out a career

**“Business has been good and I have managed to pay back my loan. I have bought other machines like a drill, grinder and a wood rotor cutting machine for decorations on wooden services.”**

AS HE USHERS us into his carpentry workshop, Pentagon View Investments, at Shanzu in Mombasa, George Odhiambo proudly shows us his new multi-purpose woodworking machine. Odhiambo, visibly excited, delves right into explaining about how the machine works.

“I can use it for drilling, splitting wood and as a smoothing plane,” he says. “As opposed to the manual brace and plane I used before, which consumed a lot of time and energy, this one is more efficient and I can now take up more jobs and still deliver to my clients in good time.”

However, that has not always been the story for the 41-year-old father of three who was born and raised in Homa Bay. He attended Omochen Primary School before joining Koyoo Mixed High School in Homa Bay.

“I could not continue with my education because my mum could not raise the required college fees,” says Odhiambo who lost his father in 2004. However, he managed to train in motor vehicle electrical wiring at a friend’s garage in Litein, Rift Valley. As jobs were not forthcoming, Odhiambo joined his brother in Shanzu.

“I started working at my brother’s carpentry workshop in 2000, where I also trained on the job,” he says.

This ignited an interest in woodwork in the then young Odhiambo who came back to Mombasa after a two-year break in the village.

“In 2015, my friend Wycliffe informed me of an initiative by KCB Foundation, which was offering scholarships under 2jijiri,” says Odhiambo. That was his lucky break as KCB Foundation had just rolled out a project targeting young and upcoming entrepreneurs.

In December, 2015, Odhiambo picked his 2jijiri application forms from the Mombasa Technical Training School (MTTI), now Kenya Coast National Polytechnic and enrolled for a six-month carpentry and joinery course in January 2016. “2jijiri helped me bridge my education gap. I was also trained in business development; how to register a business, marketing through social media and advertising, and steps to take when applying for a loan,” he recalls.

“2jijiri also taught me how to write a business plan which enabled me borrow Kshs100,000 from them,” says Odhiambo.

With this money, he rented the business premises where he works from and also



bought the multi-purpose woodwork machine. He has two employees and also offers apprenticeship to youth interested in the trade.

“Business has been good and I have managed to pay back my loan. I have bought other machines like a drill, grinder and a wood rotor cutting machine for decorations on wooden services. I also offer mobile services to my clients, especially those projects that have to be done on location like fixing interior fixtures or making desks for learning institutions.”

Odhiambo says he markets his business via Facebook where he has a page, and directly on WhatsApp.

He hopes to borrow more money from KCB Foundation to open a branch in Mtwapa.

“My eldest son, Fidelis is studying building and construction and I would want him to join me in the business so as that will he builds, I can do interior work,” says Odhiambo.

## Collaborating to create change



When the Young Men's Christian Association better known as YMCA was started in 1844, it was with the intention of providing a safe space for young Christian men. This was after the world war and the great depression. YMCA allowed them to come together, receive training and find Christian values.

Since then, the institution has expanded throughout the world. In 1910, Theodore Roosevelt, the 25th president of America started the Kenyan chapter. Their presence is felt beyond the capital city of Nairobi, now they have 25 branches all over the country.

"YMCA has the largest footprint of training centers in Kenya and in the whole continent. In Kenya, we have about 25 centers. 17 of which are training centers, and out of this, 15 don't just offer computer-based skills but also vocational technical skills." Says Professor Esther Wangui Tirima, an educator at the Institution.

Four years ago, the chapter saw an opportunity around skilling for the economy and for sustainability. This was an ambitious dream that would require great collaboration if they were to achieve scale and sustained impact.

This is how the partnership between YMCA with KCB Foundation began in 2015.

According to Prof. Koi (as she is fondly referred to), it was a very natural partnership. YMCA and KCB Foundation already work to improve the communities around them on a daily basis, but beyond this common goal, they also share the same vision which is to empower young people.

"The 2jajiri program made sense for us because most of the YMCA's are situated in areas where most of the young people don't necessarily have a lot of income or have the ability to afford high-level training", explains Professor Koi.



Students showcase their skills to Professor Koi at YMCA, Shauri Moyo, Nairobi County.

At the time the Professor says that one of their biggest concerns was that most of the communities around them wouldn't be able to afford the high-level training they offered.

"When we partnered with KCBF it was a natural pairing because they were able to fund the training. And we hope to continue working together with them so that we can expand these opportunities to other young people," Professor Koi.

Through the 2jajiri program, close to 700 students have received training, 105 of them in Kisumu and the rest in Nairobi. "We want to see the numbers grow to 2,000. The training is six months long and we have a capacity to take in 1,000 students. So if we are able to have full capacity in each sitting then that will allow us to truly serve the community around us." Professor Koi.

YMCA offers six-courses under the 2jajiri program; plumbing, electrical, mechanical works, hairdressing & beauty, and hospitality. The most popular course was hospitality followed by dressmaking.

And they are proud that they managed to achieve a good gender balance with this cohort. Out of the 700 students they trained, 60% were female and the rest men.

However, they faced some challenges, and the biggest was an attitude which led to a high drop-out rate. "Some of the feedback we got from the students was that they wanted to be given per diem because a lot of them came to the program expecting to be given a lot of money," explains the Professor. But beyond this, there were other issues that led to the high drop-out rate.

Many of the students were struggling to

balance between meeting their family financial responsibilities and attending school. "The young men felt pressure to earn a living and support their families so sometimes they had to choose between being in class and earning a living. And then some of the ladies had children to look after, that was also a challenge," says Professor Koi.

The other challenge YMCA faced was internally, but they hope to build better capacity for their managers and administrators so that they can improve their reporting and data gathering to enable the program to develop and progress further.

The biggest pride for the association is to see their students graduate, engaged in their various industries and employed. "For us, those are the success stories because it means that they are off the streets, they are engaged in employment, they are building their



Students showcase their skills to Professor Koi at YMCA, Shauri Moyo, Nairobi County.

**“Through the 2Jiajiri program, close to 700 students have received training, 105 of them in Kisumu and the rest in Nairobi.”**

communities,” says Professor Koi.

She continues to explain, “We want to see these young people actually moving, beginning to control their own narrative and identify themselves as good and active citizens. And I think the partnership we have with KCB has made that possible for these 700 students.”

According to the association, the students started a table banking group, and it is helping them to save and develop themselves and this has had a positive impact on them. “We have seen behavioural change and a reduction in crime. We may not be able to articulate the difference that the realization of a new potential, away from hopelessness makes but clearly it has had a significant difference and a

great impact,” says the Professor.

For students looking to join this program, it’s important to think about four things: What are you coming to get out of it? Look at the program that aligns with your life vision/life goal; Get into the program ready to learn, work and progress yourself. Just because it’s paid for doesn’t mean you should waste the resource; Come into it knowing you have an opportunity to really leapfrog among most of your other peers and look for great partners for business. This is where you can begin your professional journey.

Statistics say that 10% of the people that undergo training, come back to train, and the professor hopes that their students will come back and train other students just as they were trained. “We need a lot more trainers especially now as we are moving towards competency-based education and training. Your teachers and trainers are your first level mentors,” says Professor.

When it comes to partnerships with other institutions it’s important to realize that you’re not just getting money. “You need to engage with them so that you are co-partners in every sense of the word, from how you recruit students, to how you enter the students into the training. Don’t be shy, you need to be vocal about what works,” finalizes Professor Koi.

## Summary of 2Jiajiri impact



# Capturing the change

Beneficiaries have experienced various personal, financial, and mental changes as a result of 2JIAJIRI programme



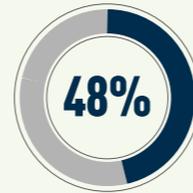
Increased career outlook



Confidence to pursue business/employment



Overcoming social isolation and loneliness



Improved communication skills which led to an increase in customer base



Gained new professional skills which led to self employment



Improved living standards



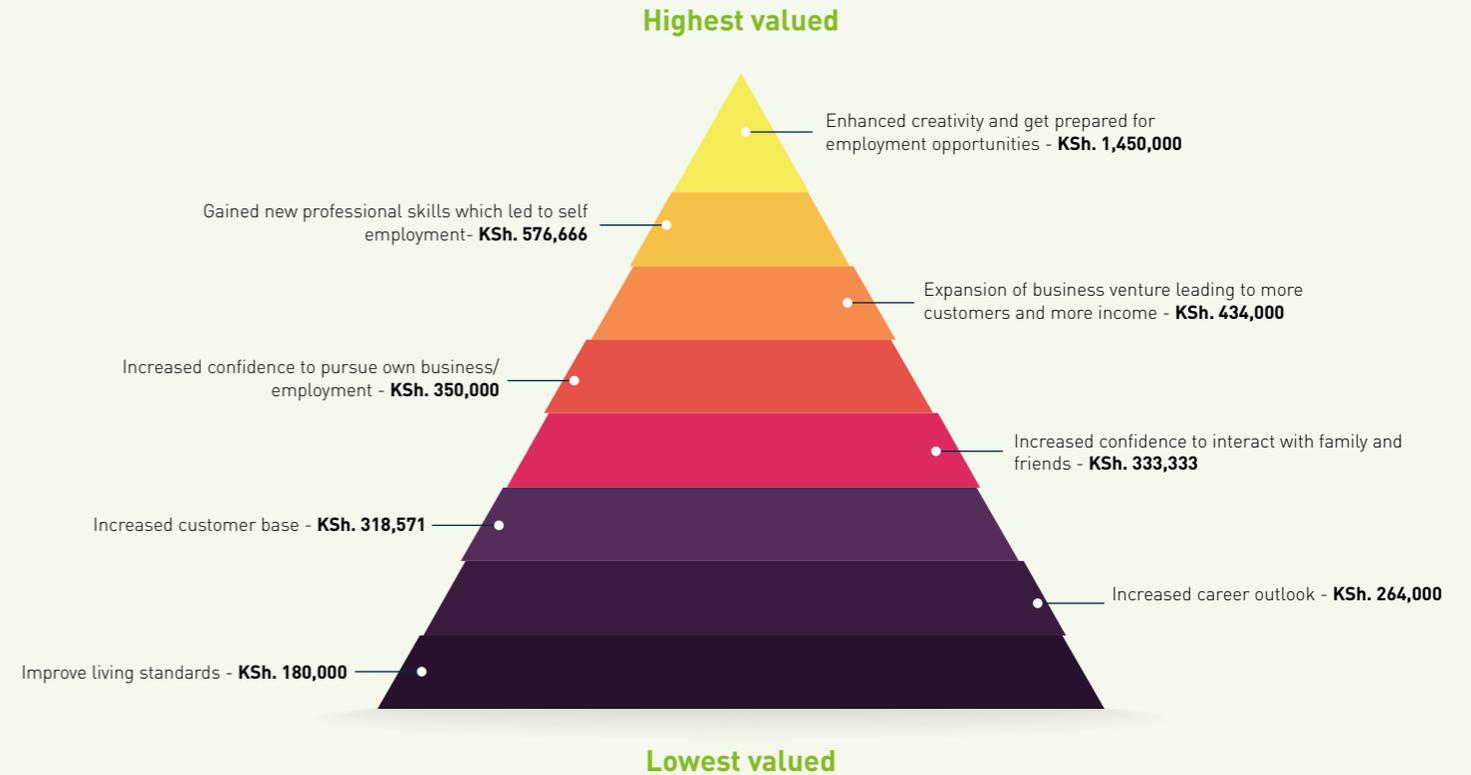
Expansion of business venture



Enhanced creativity and got prepared for employment opportunities

# Financial proxies based on choice modelling

Choice modelling allows stakeholders to both reveal and demonstrate their stated preferences for outcomes. By ranking the outcomes (change indicators) from the most significant to the least, using the valued items as a reference.



# Calculating social impact

[ Value KSh. X Quantities ] – Externalities Total = Baseline Year Value Created

Indicators of Change	Value KSh.	Quantity	Externalities Total	Base Year Total
Increased career outlook	KSh. 264,000/-	x 1,681	- KSh. 407,837,496/-	KSh. 35,946,504/-
Confidence to pursue business/employment	KSh. 350,000/-	x 1,428	- KSh. 468,312,600/-	KSh. 31,487,400/-
Overcoming social isolation and loneliness	KSh. 333,333.33/-	x 1,635	- KSh. 500,854,994.99/-	KSh. 44,145,000/-
Improved communication skills which led to increase customer base	KSh. 318,571.43/-	x 1,082	- KSh. 316,774,049.99/-	KSh. 27,920,237/-
Gained new professional skills which led to self employment	KSh. 576,666.67/-	x 1,059	- KSh. 561,224,113.24/-	KSh. 49,465,890/-
Improved living standards	KSh. 180,000/-	x 944	- KSh. 154,627,200/-	KSh. 15,292,800/-
Expansion of their business venture	KSh. 434,000/-	x 875	- KSh. 345,572,500/-	KSh. 34,177,500/-
Enhanced creativity and got prepared for employment opportunities	KSh. 1,450,000/-	x 1,082	- KSh. 1,427,699,000/-	KSh. 141,201,000/-

Externalities Total, is the deadweight, displacement and attribution deductions.

\*Based upon Kenyan Central Bank interbank lending rate 2016-2017

# Calculating social impact

Indicators of Change	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Increased career outlook	KSh. 35,946,504/-	+ KSh. 34,149,179/-	+ KSh. 32,441,720/-	+ 0	+ 0	= KSh. 102,537,403/-
Confidence to pursue business/employment	KSh. 31,487,400/-	+ KSh. 29,913,030/-	+ KSh. 28,417,379/-	+ KSh. 26,996,510/-	+ KSh. 25,646,684/-	= KSh. 142,461,002/-
Overcoming social isolation and loneliness	KSh. 44,145,000/-	+ KSh. 41,937,750/-	+ KSh. 39,840,862/-	+ KSh. 37,848,819/-	+ KSh. 35,956,378/-	= KSh. 199,728,808/-
Improved communication skills which led to increase customer base	KSh. 27,920,237/-	+ KSh. 26,524,225/-	+ KSh. 25,198,014/-	+ KSh. 23,938,113/-	+ KSh. 22,741,208/-	= KSh. 126,321,797.99
Gained new professional skills which led to self employment	KSh. 49,465,890/-	+ KSh. 46,992,596/-	+ KSh. 44,642,966/-	+ 0	+ 0	= KSh. 141,101,452/-
Improved living standards	KSh. 15,292,800/-	+ KSh. 14,528,160/-	+ KSh. 13,801,752/-	+ 0	+ 0	= KSh. 43,622,712/-
Expansion of their business venture	KSh. 34,177,500/-	+ KSh. 32,468,625/-	+ KSh. 30,845,194/-	+ KSh. 29,302,934/-	+ KSh. 27,837,787/-	= KSh. 154,632,040/-
Enhanced creativity and got prepared for employment opportunities	KSh. 141,201,000/-	+ KSh. 134,140,950/-	+ KSh. 127,433,903/-	+ 0	+ 0	= KSh. 402,775,853/-
<b>Total</b>						KSh. 1,313,181,068/-
<b>Investment</b>						KSh. 166,400,340/-
<b>Discount Rate</b>						3.85%
<b>Total Value Created [ Total X [1-Discount Rate] ] - Investment</b>						KSh. 1,033,849,696/-

## Conclusions and recommendations

## Conclusions and recommendations

The impact created by the 2JIAJIRI programme has been highly valued not just by the participants but also by the communities. The programme has created positive change but there has been few factors identified during the stakeholder engagement process that have slowed down or reduced the impact. Here we will list the areas that KCB can focus on to ensure the long-lasting impact on all stakeholders involved.

### Trainees:

Monitor and evaluate the performance of training institutes throughout the programme	Some beneficiaries have identified several flaws with the way the programme was implemented by partners. For example, some beneficiaries were not issued certifications. Monitoring the performance and continuous engagement with beneficiaries will help identify these gaps sooner and eliminate any that do occur in the future.
Applicants assessment:	Before placing the applicant in the training institutes, an assessment should be carried out to understand the interest and plan of the applicant. Therefore, the programme will be able to focus on training that matches the beneficiaries plans and desires.
Basic support	Some beneficiaries come from poor families, thus they are unable to afford buying basic goods like school supplies, learning materials, transportation fares to and from school, or lunch. Therefore, a number of them miss classes and others drop out from the programme. Offering some school supplies and requesting institutes to provide students with study materials will help in retaining the beneficiaries and ensure better learning outcomes.

### Business Owners:

Encourage partnerships	Encourage more partnerships in the business support aspect to supplement project progress and its sustainability, such as; market access, transport and storage of perishable products.
Mentorship	Business owners gain basic knowledge during the training stage, yet in many cases, business owners come across novel situations that they do not how to resolve, leading to significant business losses. The chances of success in business can be amplified by having the right mentor. Mentors can offer valuable connections, timely advice, occasional checks, and spiritual and moral guidance.
Flexible learning schedule	Balancing between school and client time during the training period has been a challenge for the business owners, therefore, developing a learning schedule that allows time to deal with clients would be helpful for the benefofierces and it will allows them to apply the knowledge they get in school on daily basis.
Provide longer loan repayment period for some cases	Some of the businesses requires longer period to turn to profitability. Thus, the current grace period for loan repayment is quite small for them and that has led some business owners to default their loans. KCB can offer a flexible loan payment period based on the business progress, as assessed by the Business Development Support on the ground.
Monitor the Business Development Support (BDS) performance	Offer internship opportunities with entrepreneurs who have gone through the programme and have successful business as a result of participating in the 2JIAJIRI programme. It will be useful for interns to work with them and learn from their experiences.

# Conclusions and recommendations

## Internship:

Relevant internship	Some interns have been placed in jobs that does not match their interest, training or future plans. Therefore, it is recommended to look for internship opportunities that are relevant to beneficiaries' core competence and training course.
Internship with business owners	Offer internship opportunities with entrepreneurs who have gone through the programme and have successful business as a result of participating in the 2JIAJIRI programme. It will be useful for interns to work with them and learn from their experiences.

## Evidencing outcomes and monetizing

The process involves identifying appropriate financial values – these are a way of presenting the relative importance to a stakeholder of the changes they experience.

## Valuation

This process of valuation is often referred to as monetization because we assign a monetary value to things that do not have a market price. The SROI use financial proxies to estimate the social value of non-traded goods to different stakeholders. These financial proxies are derived from an exercise that allows stakeholders to reveal and state the relative value of changes and without influence or bias.

## Monetization process

1. We selected material, screened for comprehension, real-world items with a value for the same period of our needed valuation, i.e. one year. We had the stakeholders (a sample) rank these items in their perceived order of value (highest to lowest) using pictures to represent each value. This was done face to face with a brief explanation of the process with due time to ask and answer any relevant questions to the exercise.
2. From the qualitative data collection process, we used the indicators of change that the respondents had attributed to the programs, which were printed on small pieces of paper. The beneficiaries were asked to rank the items from most important to the least, without influence nor any declaration of value.
3. They were then asked to place the indicators of change in line with the images of real-world items from step 1. This allowed us to see how much they valued a change indicator versus, say, a yearly subscription to a TV network, or annual rent.
4. We then asked them (as a small group) to provide feedback/reasoning behind ranking each value and each real-world item, in order to understand what these items all meant to them (in order to adjust for any bias, misunderstanding, or exceptional value). From this feedback, we may have adjusted some values to better fit the model (slight adjustments, i.e. one group believed that the value of having a nice car with fuel and maintenance for a year would allow them to do more than we expected, so they inherently valued it higher, while another group thought it was worth less than we had estimated).
5. The rankings were then used to value the change indicators based on the earlier estimated values (including, if any, adjustments from feedback) and used in the calculation of the financial proxies.

# Report parameters

## Items used in the valuation

No.	Items	Value KSh.
1	A one-acre farm with a farm house for one year by the countryside	2,000,000
2	Toyota Premio 2015 model for a year, fueled and serviced	1,200,000
3	Trip to Dubai for a week (Business class and 5-star hotel)	850,000
4	Rent fully furnished, 1-bedroom w/ balcony ocean view (730 sq. ft), Nyali Mombasa for a year	600,000
5	Dinner for two at Kempinski Hotel Westlands, peak season	200,000
6	Rent for 2 bedroom, fully furnished apartment (2,500 sq. ft) in Roysambu for one year	180,000
7	College tuition fees for one year at the Kenya technical university	130,000
8	Transport voucher for 2 to any place within Kenya for 4 months	120,000
9	A shopping voucher for Naivas Supermarket for basic household shopping for 5 months	60,000
10	Fully paid for Health Insurance package for one year	60,000
11	A fully paid for DSTV Compact subscription for one year	35,700
12	A 2-day ticket for Maasai Mara for 2 people plus meals	10,000

## KCB MPESA (Example)

No.	Indicators of change
1	KCB MPESA has shortened the period of getting a loan from the bank, which saves time for my personal and work life
2	The program provides loans and savings options which make me aware of my spending which encourages more saving and disciplined spending
3	I have received a loan which has helped me to expand my business leading to increased income and improved living standards.
4	I have used the loans received from KCB MPESA to pay for my basic needs, school fees and emergencies which has made me happier
5	I am able to operate my money on my mobile phone, which has reduced my visits to the bank and carrying cash, this has enhanced my financial security and convenience

# Report parameters

## Items selected against indicators

The following items were selected against the indicators of change in two separate sessions. The numbers in blue show the number of customers that equated the indicators

No.		Indicator 1	Indicator 2	Indicator 3	Indicator 4	Indicator 5
1	Toyota Premio 2015 model for a year, fueled and serviced	2		5	1	
2						2
3	Rent for 2 bed room, fully furnished apartment (2,500 sqft) in Roysambu for one year					
4	College tuition fees for one year at the Kenya technical university	4	6			
5	A fully paid for DSTV Compact subscription for one year			1		4
6	Fully paid for Health Insurance package for one year				5	
7	A 2-day ticket for Maasai Mara for 2 people plus meals					
8	Dinner for two at Kempinski Hotel Westlands					

## Selected indicators and values

#	Indicators	Value KSh.
3.	I have received a loan which has helped me to expand my business leading to increased income and improved living standards	KSh. 1,005,950
1.	KCB MPESA has shortened the period of getting a loan from the bank, which saves time for my personal and work life	KSh. 486,666.67
5.	I am able to operate my money on my mobile phone, which has reduced my visits to the bank and carrying cash, this has enhanced my financial security and convenience	KSh. 253,800.00
4.	I have used the loans received from KCB MPESA to pay for my basic needs, school fees and emergencies which has made me happier	KSh. 250,000.00
2.	The program provides loans and savings options which make me aware of my spending which encourages more saving and disciplined spending	KSh. 130,000.00

## Externality Methodology Calculation

In the end, we had to further discount the valuation due to external factors, i.e. to offset the likelihood of similar outcomes happening even if there was no intervention (we call this deadweight), to reduce our measurement against other programs in which stakeholders might have participated (we call this displacement), and to mitigate the natural result of stakeholder's pre-existing abilities and knowledge (we call this attribution). We then estimate for how long this impact will last, i.e. the duration of impact.

We do this calculation by practitioner estimation, using a 1-5 scale to assess the programs and then slightly adjusting after collecting all stakeholder and data collector feedback. For example, deadweight was determined to be less than a 1 out of 5\*. We adjusted it to 14% based on stakeholder feedback that some participants have a preexisting understanding and ideas for creating change and would have found ways to also have these impacts in other ways than a structured intervention/business such as MPESA. Displacement was rated 1 out of 5 as there were very few other programs that would have had a similar resultant impact, but the possibilities in some geographical areas existed. Attribution was relatively high, at 60% due to the role Safaricom plays as a service provider. In addition, the stakeholders were finding it difficult to differentiate between KCB and Safaricom, the beneficiaries during the interviews had been attributing the change to Safaricom and not KCB. Moreover, based on the feedback received from the beneficiaries, the local community and families have attributed to the change.

The duration was estimated to last for 1 year for all interventions (as there is not a long-term intervention planned, i.e. each year the costs/benefits are renewed in this program without a lasting educational or infrastructural impact), thus drop off was nil.

\*As a practitioner guideline, one should put 15-20% if it is at all possible in order to be conservative and avoid the risk of "overvaluing" your change.

## Items selected against indicators

The following items were selected against the indicators of change in two separate sessions. The numbers in blue show the number of customers that equated the indicators

#	Indicator	Deadweight	Displacement	Attribution	Drop-off
1	The value of having more time to run personal chores	14%	20%	60%	0%
2	The value of financial literacy	14.00%	20.00%	60.00%	0.00%
3	The value of improving living standards	14.00%	20.00%	60.00%	0.00%
4	The value of being able to afford basic needs	14.00%	20.00%	60.00%	0.00%
5	The value of enhancing financial security	14.00%	20.00%	60.00%	0.00%

[www.kcbgroup.com](http://www.kcbgroup.com)

