



Shared Services Platform



The Global Development Incubator in Africa (GDI), is a non-profit organization, with a mission to incubate social initiatives that harness ideas, leadership, and capital, to build and scale innovative solutions to the most pressing development challenges in Africa. With a legal registration under Kenya's Non-Governmental Organizations Coordination Act, GDI is dedicated to driving sustainable impact across the continent. Through its innovative approach, GDI is empowering local communities and organizations to create positive change, in multiple sectors, including employment and livelihoods, agricultural finance, climate change, innovative finance, impact bonds and funds, marginalized populations, and health, among others geared towards building a brighter future

for Africa. GDI Africa has extended its reach to other African countries, including Senegal, Ghana, South Africa, Tanzania, Rwanda, Liberia, Nigeria, and Uganda. Its multi-faceted approach involves several ongoing initiatives aimed at catalyzing sustainable social impact. The organization's work, in Kenya, transverses multiple counties, including Nairobi, Mombasa, Muranga, Taita Taveta, Marsabit, Makueni, and Kisumu.

With an increased focus on localization within the international development community, The Global Development Incubator (GDI), has taken bold action with its Shared Services Platform. This innovative initiative provides crucial technical support and resources to local non-profits.

The Shared Services Platform (SSP) is an initiative, aimed at driving sustainable development in sub-Saharan Africa. Our platform is uniquely designed to provide highly specialized operational support to locally owned and run CBOs and Non-profits. With the ultimate goal of strengthening their capacity and facilitating increased funding opportunities, by empowering and investing in local organizations, we are working towards a future where African communities in the Global South are better equipped to take charge of their development agenda.

Shared Services Platform's Background and Context:

Multiple research studies conducted by GDI have shown that there is a long-standing focus in the field of international development and humanitarian relief to localize development, which means giving more power and resources to organizations based in the global south, especially domestically registered NGOs. In recent times, there has been a rise in articles and reports advocating for more equitable power structures within these sectors, emphasizing the need for change. However, despite these discussions and calls for action, there has been little progress in redirecting funding to domestically registered NGOs. **Currently, only 6% of bilateral NGO funding is allocated to domestically registered NGOs.**



NGOs. When looking at the share that domestically registered NGOs receive as a share of total bilateral ODA, this number stands at less than 1%. As a share of their total portfolio, NGOs including research institutions, multilateral organizations, etc, – is even lower at ~7%. The situation is similar to private philanthropy. Aggregating data from 27 foundations (for which OECD had complete data), it was found that less than a quarter of their giving to non-profits goes to domestic NGOs. Each source confirms the data when considering the domestic share. There has been too little progress, too slowly.

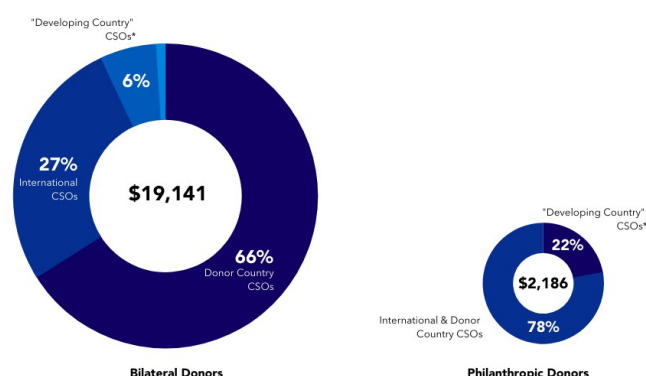
Other sources peg the share of funding flows to domestic NGOs to be even lower. A study reviewing the Grand Bargain commitments (conducted in 2016) found the percentage of funding flowing directly to domestically registered NGOs to be at 5%. The Global Humanitarian Assistance Report 2020 found direct funding dropped from 3.5% in 2018 to just 2.1% of total humanitarian assistance in 2019.

Why should there be changes in funding flows?

Continued efforts toward localizing development are critical and there is a need to reflect and truly consider why this is important for ease of identification of what success would look like. Different funders have different motivations and priorities. For purposes of the Shared Services Platform (SSP), two major themes are focused on:

- ❑ **Self-determination:** This is a fundamental human right, and any work should arc toward advancing this priority for any entity. The HPG literature review describes the status quo as, "the persistence of an unjust distribution of power...often kept those

CSO Grants by Type of CSO



Source: OECD Data accessed [here](#). See note on methodology at the end of the article.

Development funding continues to be predominately routed through organizations based in the global north. OECD data shows that, of the bilateral overseas development assistance (ODA) provided to non-profits and civil society organizations (CSOs), only 6% goes to "developing country CSOs" or domestically registered

most affected by crisis furthest away from decision-making about how to respond to them."

- ❑ **Localized development:** Localized development (whenever appropriate) is more economically efficient and leads to better outcomes. In addition, while the evidence base on secondary benefits is not yet adequately developed, some indicators point toward clear potential additive impact from localizing development, including the growth of local economies surrounding development activities, upskilling of individuals engaged in programs, and empowering citizens, which can lead to more effective and accountable communities and governments.

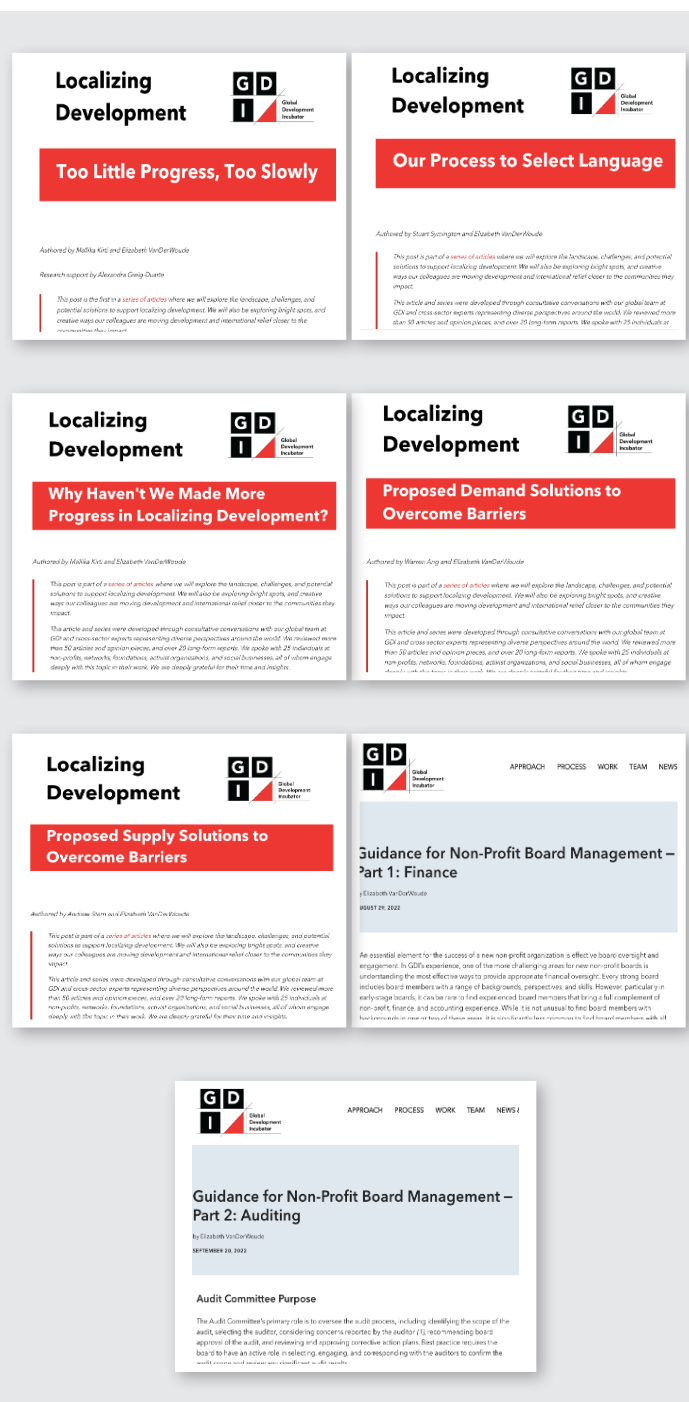
In light of the above findings and the current funding state, GDI has developed an idea around the **Shared Services Platform** to localize development with the first pilot of this initiative running in Africa. The Shared Services Platform aims to explore opportunities to shift global funding to domestically registered organizations. GDI has set up an ambitious question - what would it take to increase **international funding flowing directly to local organizations from funders, from less than 10% of funding to more than 50% by 2030?**

Strategic Organizational Development for local NGOs & CBOs:

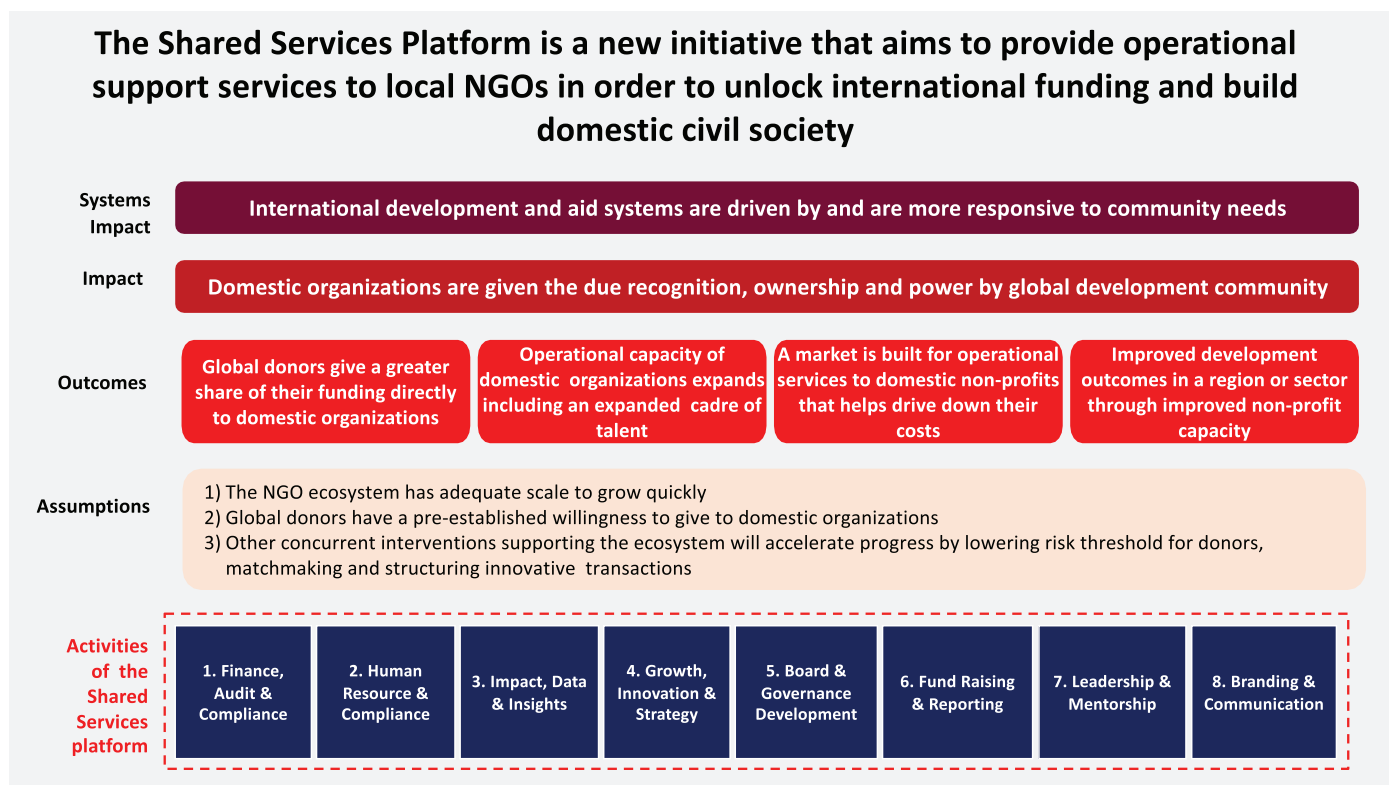
As part of the pilot phase, the **Shared Services Platform** offers an excellent opportunity for a carefully selected pool of 20-30 Kenyan Community-Based Organizations and Nonprofits to partner in a 24-month program. The **Shared Services Platform** program is designed to provide highly technical operational services to

Kenyan Community Based Organizations and Non-profits entities. The targeted organizations should have proven impact methodologies, be community-centric, have a strong leadership team, and express the need to improve their finance, accounting, compliance, impact reporting, fundraising, and other capabilities essential for receiving global funding.

GDI's proposed approach to localize development is one of humility and a desire to learn and contribute in the way GDI knows best: exploring practical, systems change solutions; recognizing all good ideas become great solutions through a process of learning, evolving, openly considering advice and criticism; and valuing flexibility over rigidity.



What are some of the benefits to local NGOs & CBOs in partnering with GDI's Shared Services Platform?



Research shows that there exist multiple barriers for local NGOs and CBOs to receive funding both from local and international funders. While some elements could be debated, it is believed that local Community-Based Organizations and Non-profits typically have a sub-scale operational infrastructure and may struggle with adequate resources to undertake complex financial reporting, audit, and compliance activities. Research undertaken by GDI also reveals gaps within the human resource departments of many local NGOs and CBOs. Additionally, the capacity for grant writing, monitoring and evaluation activities, dedicated fundraising, and marketing is also limited for most local organizations. It is on this premise that GDI proposes the following value propositions to local Community-Based Organizations and Non-profits as depicted in the image above and described further below:

1. Finance, Audit, and Compliance:

The Shared Services Platform will support local organizations to develop and enhance an optimal bespoke financial management infrastructure via identified modules:

- ❑ Accounting and Internal Controls:
 - Establishing sound bookkeeping practices, financial documentation, and templates.

- Implementing internal controls for proper expense management.
- Ensuring accurate and timely financial reporting for effective performance monitoring and stakeholder accountability.
- Utilizing desktop and cloud computing tools for efficient financial management.

- ❑ Program Budgeting and Monitoring:
 - Assisting organizations in developing effective program budgets.
 - Implementing mechanisms for ongoing budget monitoring and variance analysis.

- ❑ Cash Management:
 - Establishing standards and practices to optimize organizational liquidity and cash flow management.

- ❑ Related Business Areas:
 - Procurement: Developing policies and procedures to guide program goods and services procurement, including templates and standard operating procedures (SOPs).
 - Travel: Establishing policies and procedures for travel management, including templates and SOPs.

- Asset Management: Implementing processes for effective management of organizational assets.
- ❑ Compliance Readiness:
 - Assisting organizations in preparing for audits, including donor and statutory audits.
 - Ensuring compliance with donor program regulatory frameworks.
 - Guiding host country taxation compliance.

The aim is to build robust financial management practices, enhance accountability, and mitigate risks in line with relevant regulations and donor requirements.

2. Human Resource & Compliance:

The Shared Services Platform will support local organizations to enhance their efficiency and strategy in HR to be achieved through:

- ❑ Collaborating with organizations to co-create a framework for effective talent management, ensuring alignment with organizational goals and objectives.
- ❑ Developing comprehensive, legally-compliant HR policies, procedures, and manuals that cover employment principles, standards, employee contracting templates, HR administrative templates, performance evaluation guidelines, and staff transition processes.
- ❑ Assisting organizations in implementing a tax-compliant payroll management system with necessary controls to ensure accurate and timely payment of salaries and benefits.
- ❑ Providing guidance and support in recruitment and selection processes, including the development of job descriptions, candidate screening, and interviewing techniques to attract and retain qualified and suitable staff.
- ❑ Offering training and capacity-building programs to enhance HR capabilities within the organization, including areas such as performance management, employee development, and employee relations.
- ❑ Advising on compliance with labor laws, regulations, and best practices to ensure organizations operate within legal frameworks and maintain ethical employment practices.
- ❑ Assisting in the development and implementation of staff development plans, including training and mentoring programs to enhance the skills and competencies of employees.
- ❑ Conducting regular reviews and assessments of HR processes and policies to identify areas for improvement and implement necessary adjustments.
- ❑ Guiding staff performance evaluation systems and tools to ensure fair and objective assessment of

employee performance and contributions.

- ❑ Offering support in staff transition processes, including exit interviews, separation procedures, and knowledge transfer to ensure smooth transitions and minimize disruption.
- ❑ Facilitating the development and implementation of diversity and inclusion initiatives to foster an inclusive and equitable work environment.
- ❑ Collaborating with organizations to develop and implement employee wellness programs and initiatives to promote the well-being and work-life balance of staff members.

3. Impact, Data & Insights:

The ability to track, store, and distribute impact reports are critical to every local NGO/CBO. The Shared Services Platform will:

- ❑ Assist local organizations in developing and refining their Strategy, Impact, Monitoring, and Evaluation systems, ensuring the presence of a compelling theory of change aligned with the organization's 5-year strategy.
- ❑ Provide support in the refinement and development of short-term and long-term plans to enhance the organization's impact and effectiveness.
- ❑ Offer guidance and assistance in reviewing and improving data collection, storage, distribution, and impact reporting practices of local organizations.
- ❑ Explore opportunities to include local organizations in fundraising consortiums led or supported by the Shared Services Platform, enabling access to additional funding sources.
- ❑ Facilitate capacity-building initiatives on data management, monitoring, and evaluation to enhance organizations' ability to track and measure their impact accurately.
- ❑ Collaborate with organizations to establish robust data collection and analysis processes that generate actionable insights for decision-making and programmatic improvements.



- ❑ Assist in developing impact reports and case studies to demonstrate the organization's achievements and communicate the value of its work to stakeholders and funders.
- ❑ Foster knowledge sharing and learning among organizations by creating platforms for sharing best practices, success stories, and lessons learned in data-driven impact measurement and reporting.
- ❑ Support organizations in leveraging data and insights to strengthen their advocacy efforts, enhance program effectiveness, and drive evidence-based decision-making.
- ❑ Continuously evaluate and refine impact measurement systems to ensure they align with global standards and emerging practices in the sector.

4. Growth, Innovation, and Strategy

The Shared Services Platform will:

- ❑ Assist local nonprofit organizations in developing or refining their strategic plans to drive growth and innovation.
- ❑ Provide guidance and support in identifying areas for growth and improvement across impact areas, business processes, governance structures, and fundraising strategies.
- ❑ Facilitate workshops and training sessions on strategic planning, encouraging organizations to think creatively and explore new approaches.
- ❑ Collaborate with organizations to develop innovative solutions and initiatives that address current challenges and meet evolving needs.
- ❑ Offer expertise and resources to help organizations explore new revenue streams, diversify funding sources, and enhance sustainability.
- ❑ Support the development of partnerships and collaborations that foster innovation and strategic alliances within the nonprofit sector.
- ❑ Provide access to tools, frameworks, and best practices in strategic management to enable organizations to make informed decisions and set clear objectives.
- ❑ Conduct assessments and evaluations to measure the effectiveness of strategic initiatives and identify areas for further improvement.
- ❑ Foster a culture of continuous learning and adaptability, encouraging organizations to embrace innovation and stay responsive to changing environments.
- ❑ Share knowledge and insights on emerging trends, successful strategies, and innovative practices to inspire organizations in their growth and strategic development.

5. Board & Governance Development

The Shared Services Platform will:

- ❑ Assist local nonprofit organizations in designing and implementing a framework for effective board organizational and program governance.
- ❑ Develop a board philosophy that aligns with the organization's mission and vision.
- ❑ Guide the selection and composition of board members, ensuring a diverse and skilled board.
- ❑ Articulate clear roles and responsibilities for board members, establishing structures for effective board governance.
- ❑ Support the development of performance evaluation mechanisms for board members.
- ❑ Help local nonprofits navigate the legal requirements for registration, proposing appropriate registration mechanisms that align with the organization's mission and vision.
- ❑ Guide compliance with relevant legal regulations and best practices in governance.
- ❑ Offer training and capacity-building programs to enhance board members' knowledge and skills in governance.
- ❑ Facilitate networking opportunities and peer learning for board members to share experiences and best practices.
- ❑ Conduct periodic assessments and reviews of board governance practices to identify areas for improvement and provide recommendations.
- ❑ Collaborate with local organizations to develop governance policies and procedures that ensure transparency, accountability, and ethical practices.
- ❑ Support the establishment of effective board committees and subcommittees to enhance organizational oversight and strategic decision-making.

6. Fundraising & Reporting

The Shared Services Platform will:

- ❑ Provide support to local organizations in improving their donor relationships, including developing strategies to attract new donors and enhancing the funding pipeline.
- ❑ Guide the development of proposals for new and current donors, offering advice on approaches to enhance donor reporting for current and future grants.
- ❑ Develop new or improved fundraising and proposal templates to facilitate the fundraising process for local organizations.
- ❑ Ensure that these activities contribute to an increase in fundraising for local organizations.

- ❑ Assist in the identification of potential funding opportunities and guide effective fundraising strategies.
- ❑ Offer training and capacity-building programs to enhance fundraising and reporting skills among staff members of local organizations.
- ❑ Implement systems for monitoring and evaluating fundraising efforts to track progress and identify areas for improvement.
- ❑ Foster collaboration and networking among local organizations to share best practices and leverage collective fundraising efforts.
- ❑ Conduct periodic reviews and assessments to measure the impact of fundraising activities and identify areas for further enhancement.
- ❑ Stay updated on emerging trends and innovative fundraising approaches to provide relevant guidance and support to local organizations.

The overall aim would be to ensure that these activities translate into increased fundraising for local organizations.

7. Executive leadership and mentorship

The Shared Services Platform will:

- ❑ provide an avenue for senior leadership teams across various organizations to receive support through coaching and leadership development. This pillar will be managed through a partnership with executive coaches, mentors, experienced mentors, and partnerships with higher institutions of learning.
- ❑ Support local NGOs/CBOs in the development of their leadership capacity, coaching, and training programs. The team's key responsibilities will include:
 - Developing and implementing leadership training programs for local NGO/CBO staff and board members focused on building essential leadership skills and competencies, such as communication, collaboration, strategic thinking, and decision-making.
 - Providing individualized coaching to NGO/CBO leaders, offering guidance on leadership best practices, and supporting them in developing their leadership style and approach.
 - Providing training and support to help NGOs/CBOs establish strong governance structures, including board development and strategic planning.
 - Developing and implementing training programs on topics such as financial management, fundraising, and program design and evaluation, to help local organizations build their operational capacity.
- Conducting organizational assessments to identify areas where leadership coaching and training can have the greatest impact, and developing customized plans to address these areas.
- Facilitating networking opportunities between local NGOs/CBOs, to foster collaboration and knowledge sharing among organizations.

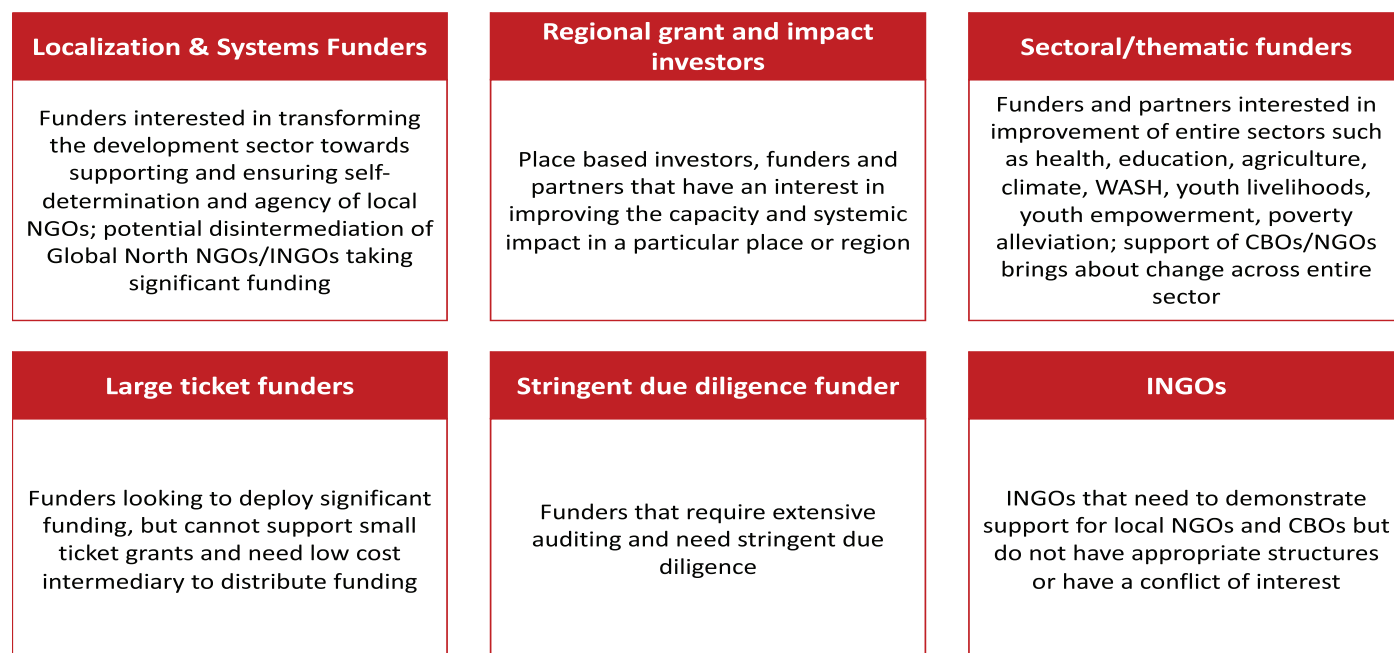
8. Branding, Communication and Marketing

The Shared Services Platform will:

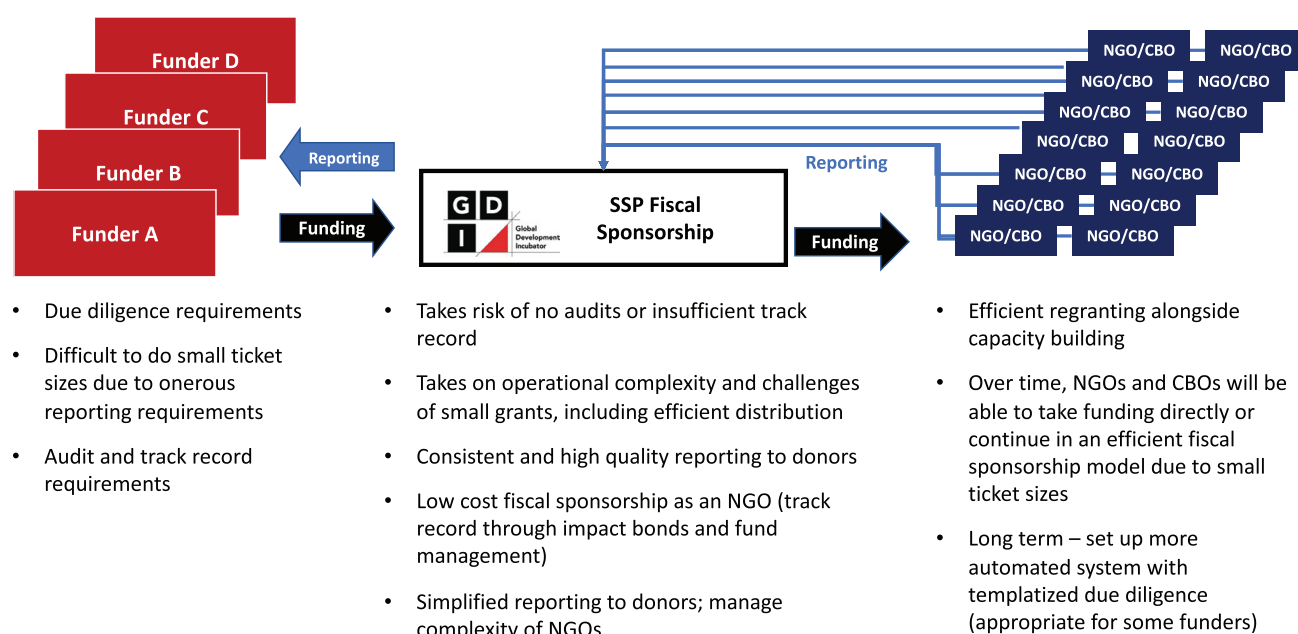
- ❑ **Support the development of policies for local NGOs which may include:**
 - Creating a Branding and Communication Manual that defines the organization's brand identity, including visual guidelines, tone of voice, and messaging frameworks.
 - Establishing a clear process for hiring and retaining branding and communication professionals, as well as defining expectations and performance metrics.
 - Developing and improving policies related to brand protection, intellectual property, and compliance with relevant regulations.
 - Ensuring that all branding and communication materials are aligned with the organization's mission, vision, and values.
 - Implementing effective communication strategies, both internally and externally, to enhance stakeholder engagement and build brand awareness.
 - Collaborating with cross-functional teams to ensure consistency in brand messaging across various channels and platforms.
 - Conducting regular reviews and assessments of branding and communication efforts to identify areas for improvement and implement necessary adjustments.
 - Maintaining an organized repository of branding and communication assets, such as logos, templates, and style guides.
 - Collaborating with external vendors, agencies, and partners to support branding and communication initiatives.

The majority of local nonprofit organizations struggle to create impactful, explicit, and concise branding material that clearly illustrates their organization's impact while documenting their stories. As part of the Shared Services Platform offers, we will support local enterprises in developing their branding and marketing material. For this, we will either work with a full-time Branding and Marketing expert or closely with a branding, communications, and marketing firm.

Types of funder, development finance and partner engagement



Fiscal sponsorship structure – as need arises by donors



What are the key criteria for organizations interested in partnering with the Shared Services Platform?

The Shared Services Platform commenced its operations in Kenya, with the pilot phase kicking off in October 2022. Organizations willing to take part in the pilot phase shall be expected to apply to the Shared Services Platform and meet a set of requirements before being considered for support. These requirements include:

- a) **Registered as a local NGO/CBO:** Local firms intending to work with the Shared Service Platform must be locally registered NGOs/CBOs and should not be an affiliate of any other international NGOs. If the organization is not fully registered as an NGO/CBO, it must demonstrate that it is in the process of regularizing its NGO/CBO registration.
- b) **Types of NGOs/CBOs:** The NGOs and CBOs would be based on three different segments by size and capacity; the segments would include NGOs/CBOs operating with revenue below \$100K, medium of \$100-\$250K in revenue, and \$250K - \$1M in revenue. NGOs/CBOs applying for the Shared Service Platform must be willing to disclose their annual revenues.
- c) **Years of operation:** Support will be provided to organizations with an operational, impact, and funding history of at least three years.
- d) **Community Impact:** Organizations applying to receive support from the Shared Services Platforms must demonstrate community impact in their region of operation. The impact methodology must link to its core operational model and be easy to track, verify, and scale.
- e) **Strong leadership teams:** Organizations applying for Shared Services Platforms must have a strong leadership team, that the community respects. The strength of the local organizations' leadership teams drives organizations –great leaders of high integrity are core to the success of their organizations, especially within the impact space.
- f) **Multiple Sectors:** Support will be provided to organizations focusing on the following sectors: youth employability, sports, culture, mental health, skill development, education, agriculture, and entrepreneurship. After the pilot phase, it is expected that the Shared Services Platform services will be scaled to include Community-Based Organizations and Non-profits working in other sectors like health, agriculture, governance, advocacy, etc.
- g) **Scale & Impact:** The challenge that is to be overcome is prevalent in multiple African countries, especially in Sub-Saharan Africa. In light of these challenges, a bold approach has been adopted to roll out the Shared Services Platform with a deeper focus being

placed first and foremost in countries within Sub Sahara Africa. Lessons learned from Kenya will be instrumental in shaping and scaling the Shared Services Platform services across other markets, with priorities being defined by the availability of funds, demand for the Shared Services Platform services, and support from the Shared Services Platform strategic partners. For example, the Shared Services Platform can venture into a specific market based on a funder's strategic investment goals for the selected countries or the intention to support a specific local organization that has the potential to offer a high and scalable impact.



Regarding priority countries, the Shared Services Platform is incubated in Kenya and commenced its activities in Kenya. Tanzania is next on the list of priority countries being considered in the scale/rollout plans. Based on the geographical coverage and talent pool available, it is envisioned that the Shared Services Platform's leadership team will be located in GDI Africa's offices in Nairobi and will invest part of their time traveling to various local NGOs across the region to implement the various suite of services. The Shared Services Platform

will recruit/onboard local experts in various countries to support the day-to-day in-country activities. In line with the Shared Services Platform vision of decolonizing development, hiring and upskilling local talent will foster collaboration, learning, and development as well as harness local knowledge. Working with local teams will be beneficial in building and improving how local NGOs can consolidate local market realities with donor requirements.

Shared Service Platform Leadership and Implementation Team

GDI has brought together a team of diverse individuals with experience from multiple professions and backgrounds – banking, consulting, philanthropy, research, business operations, impact evaluations, learning and development, finance and audit, program management, and implementations, all with over 80 years of combined experience. Beyond the core team below, GDI will continue onboarding new talent to help support multiple NGOs and scale the Shared Services Platform services, initially in Kenya and then to other African countries. Attainment of the Shared Services Platform objectives will be of immense value to local NGOs and international donors, leading to organizational growth and spurring of local development. The Shared Services Platform will initially form part of GDI Africa's oversight.

The core team includes:



Kim Matu

Associate Director & Shared Service Platform Lead, GDI Africa

Kim has over 18 years' experience in Business Operations with a biased focus on Growth & Strategy, Process Mapping, Improvement & Innovation, Customer service, Business Development and Research Field Operations, across Sub – Sahara Africa. Before joining GDI, Kim was the Chief Operations officer for Generation Kenya, where he provided overall operational direction and leadership.

Kim leads the day to day implementation of the Shared Service Platform, which includes all aspects of the pilot and scale phases. These phases will include setting up operations processes, hiring qualified staff and consultants, rolling out the shared services across multiple markets, impact reporting & KPI management, all geared towards a successful implementation.



Esther Ogol

Project Manager, Shared Service Platform Lead, GDI Africa

Esther Ogol is the Project Manager for the Shared Services Platform initiative, where she leads

all project management aspects of the SSP activities. Esther has over twelve years of experience in integrated International Development, Public Health & Management and Research. Before joining GDI, she was the interim Programme Officer, Global Initiatives, TrustLaw at Thomson Reuters Foundation, where she provided technical and project management support for all global initiatives. She also worked as a Sr Research Manager at Kantar, Public Division, East Africa. Esther began her career in 2010 as a Research Assistant for the World Bank Group and quickly grew to become a Research Consultant and further nurturing her penchant for Public Health.

Esther is also a Mandela Washington Fellowship 2015 and was hosted at Florida International University to pursue Public Administration and Management. She holds a Bachelor's degree in Integrated Community Development.



Andrew Gathecha

Finance Director, GDI Africa

Andrew serves as Director, Finance on the GDI Africa team. He is a finance and project management professional with several years' experience managing large, complex, multi-stakeholder grant programs, combined value of over \$200 million, ensuring prudent investments in agriculture, health, and education; Worked cross-culturally – Kenya, Mozambique, Jordan, Liberia.

Within the Shared Services Platform, Andrew oversees all financial and budget spending in line with GDI's finance policies, while playing a significant role in the Shared Service Platform programs design and consulting on Finance and Audit services to support domestically registered NGOs, improve their financial, reporting and audit practices.

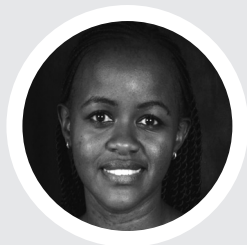


Norahlyne Musundi

Finance Consultant, Shared Services Platform, GDI Africa

Norahlyne is a dedicated professional with over 7 years of experience in accounting, finance and auditing. She previously worked with Kune Foods as the Head of Accounting where she set up and oversaw the operations of the accounting department and also managed the \$1M pre-seed funding. She also worked as a Senior Auditor with Deloitte and as an Associate Auditor with PKF Kenya roles where she was tasked with providing assurance services for clients across private and public sectors. Norahlyne is passionate about sustainable finance and financial inclusion. She holds a Bachelor of Commerce- Finance and is a Certified Public Accountant (CPA) registered with Institute of Certified Public Accountants of Kenya (ICPAK).

Norahlyne will serve as the Finance consultant within the Shared Services Platform supporting finance, audit and compliance functions of the local NGOs to improve their financial management, reporting and audit practices.



Ann Murage

Associate Director, Operations & Human Resources, GDI Africa

Ann Murage is the Operations Manager for GDI in Africa and the Mastercard Foundation Rural and Agricultural Finance (RAF) Learning Lab. Ann has a background in project management, with a focus on international development. She was involved in setting up GDI in Africa where her current responsibilities involve institutionalization of policies and procedures, development and operationalization of the talent strategy, financial management and stakeholder engagement.

As part of the Shared Services Platform's core team, Ann supports with staff & consultant recruitment and onboarding, developing operational processes and policies, program design and improvement, while supporting domestically registered NGOs, improve their operational, reporting and governance structures.



Peter Ouma

Human Resources and Compliance Specialist, Shared Services Platform, GDI Africa

Peter serves as the Human Resources and Compliance Specialist on the GDI Shared Services Program. He is passionate about Human Capital – decent work, safeguarding, and industrial relations - with experience spanning 15 years.

He brings along regional multi-sectorial experience supporting organisations with human capital solutions in Kenya, and Tanzania. As a Consultant with Deloitte & Touche, PKF Consulting, and Institute for Family Business, he has served as Board-level interface, and trusted advisor and human capital partner to CEO / C-suite and management / supervisory teams in Corporate, Development and Family Businesses Sectors.

Prior to joining GDI, his most recent engagement was with Generation Programme Kenya, a youth employment enabler, as Head of Human Capital. He possesses a Master of Arts in Psychology, specializing in Organizational Behavior.



Nyambura Kariuki

Senior Manager Data, Evaluation, Reporting and Impact, Shared Service Platform Lead, GDI Africa

Nyambura Kariuki is a highly accomplished strategy professional with a proven track record of delivering results through a unique blend of technical expertise and strategic thinking. She has over 17 years of experience in business development, technology implementation, management consulting, and policy development, which gives her a deep understanding of technology as a critical enabler and the adoption and growth of the digital economy in both the public and private sectors in Kenya and beyond.

Within the Shared Services Platform, Nyambura will Provide leadership on the shared services platform for data and impact. She will play a significant role in the development and rollout of the impact, data and insights pillar and support the growth, innovation and strategy pillar to create a blend of the best strategy for local Non-Profits to receive technical services. These strategies will be based on feedback from other shared services divisions – Finance, Human Resource, Impact and reporting, donor relations to create a very concrete and targeted strategy.



George Ndung'u

Director, GDI Kenya

George is a Director of GDI Kenya. He is a renowned development and humanitarian practitioner with 16 years of experience working with various governments, inter-governmental organizations and charities globally. Prior to joining GDI, George has been an advisor with the Government of Kenya, Nigeria, United Kingdom and Somaliland. He has vast experience in socio-economic development, providing technical assistance and capacity building. He has recently supported the development of design governance and implementation strategies of innovative programmes for UNICEF Kenya, UNDP Kenya, The Council of Governors in Kenya, International Fund for Agricultural Development (IFAD), Intergovernmental Agency for Development (IGAD), Wasafiri Consulting Africa, DANIDA-funded Micro Enterprise Support Programme Trust (MESPT-Kenya) among others. George is a graduate of Moi University (BeD Arts), Daystar (MA Communication), MSc (The London School of Economics (LSE) and Urban Humanitarian (Harvard University)



Alice Gugelev

Managing Director, GDI Africa & Chief Advisor on Strategy, Governance and Fundraising

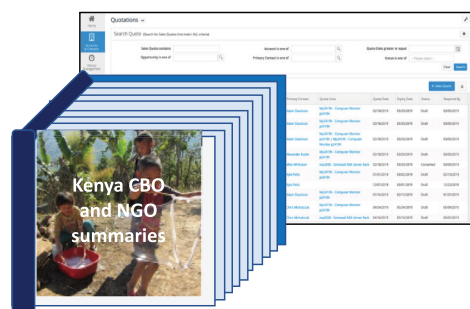
Alice is a Managing Director of GDI US and the CEO of GDI Africa, where she works with large corporations, commercial investors and INGOs to integrate social impact, innovation and social entrepreneurship efforts into their portfolios, and helps philanthropists and social enterprises more effectively create systems-level change. Prior to joining GDI, Alice worked at Bridgespan, Bain & Co, the World Bank and the Bank of Tokyo-Mitsubishi.

As the CEO for GDI Africa, Alice is the lead advisor and will offer guidance on governance, strategy and fundraising to the Shared Service Platform. In addition, Alice will assist with setting up a government structure and program implementation.

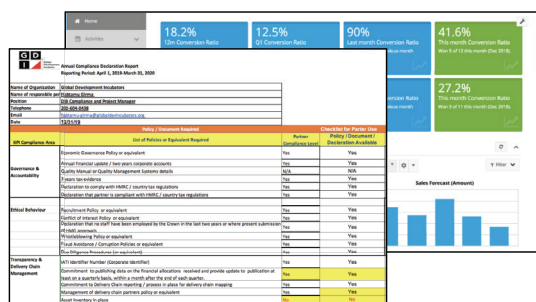
Potential broader systemic impact

NGO/CBO due diligence while onboarding

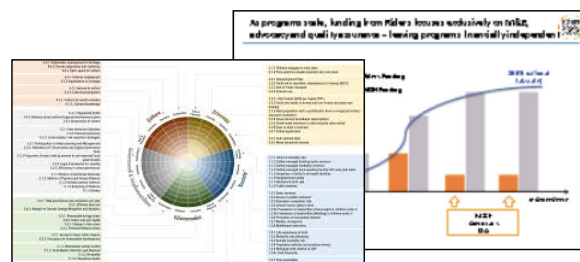
Capacity and talent development of NGO/CBOs



National (by country) database of NGOs/CBOs ready for funders and partners (by sector and region)



Shift of financing approaches (templatized) and overall by foundations, bi-laterals and DFIs



Sector improvement / County level improvement impact outcomes

Broader systemic impact:

During the first and scale phase, the team expects to create opportunities for significant systemic impacts including but not limited to:

- ❑ National database of NGOs/CBOs ready for funders to review;
- ❑ Simplified due diligence for local NGOs from multiple funders;
- ❑ Support in curating a list of potential board members across various areas of passion, interest, and experience, who can serve in local non-profits
- ❑ Peer reviews of NGOs/CBOs;
- ❑ Network of peer support between NGOs/CBOs including quarterly workshops and convenings Building capacity of local teams across a variety of technical areas, thereby increasing the overall sector knowledge and professionalism;
- ❑ Disintermediate some of the large INGOs that control most consortiums and the majority of budgets.
- ❑ Introduce innovation approaches and shift how foundations, bi-laterals, and development finance institutions provide funding, especially to smaller size NGOs/CBOs; early ideas point to templatizing the application process and having a simplified process for donors and even bi-lateral institutions for smaller ticket sizes.
- ❑ Build stronger local service providers (TA) and local organizations
- ❑ Creating NGO/CBO-based collaboratives, even forming an associate (outside of the NGO Board) for CBOs.
- ❑ Explore local/regional sources of capital and financiers as well as global funding to reduce reliance on purely international funding



*In case of any questions or feedback, please reach out to
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 and we will get back to you as soon as possible.
 Thank you for your partnership and collaboration.*