



Strathmore
UNIVERSITY
BUSINESS SCHOOL

Sisters' Blended Value Project

Phase II (2022 - 2024)



Monitoring, Evaluation, and Learning Report
December 2025



Kenya Tanzania Uganda Zambia

Transforming Social Ministries into Sustainable Social Enterprises

CONRAD N.



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| Cover Photo | The Sisters' Blended Value Project Journey: Elevating and Celebrating Impact |

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Disclaimer

The insights presented in this monitoring, evaluation, accountability and learning report are based on the information available through the Sisters' Blended Value Project (2022-2024 project cycle). The findings and information herein do not represent the official position of the Strathmore Business School, Association of Consecrated Women of Eastern and Central Africa or the Conrad. N. Hilton Foundation, and other partners but solely on the project team. The project team accepts no responsibility or liability to any misrepresentation by third parties of information herein.

ABBREVIATIONS AND ACRONYMS

| | |
|------------------|--|
| ACWECA | Association of Consecrated Women in Eastern and Central Africa |
| SACC | Strathmore Africa Case Centre |
| M & E | Monitoring and Evaluation |
| MEAL | Monitoring, Evaluation, Accountability, and Learning |
| SBVP | Sisters' Blended Value Project |
| SBS | Strathmore University Business School |
| SDGs | Sustainable Development Goals |
| SEP | Social Entrepreneurship Program |

GRANT INFORMATION

| | | |
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EXECUTIVE SUMMARY

Table 1: Key Findings At-a-Glance

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|--|--|
| Overall Project Rating: | Satisfactory |
| Sisters Trained: | 690 (115 percent of target) |
| Collaborative Network Reach: | Over 700 Sisters (over 100 percent of target) |
| Research Outputs: | 43 produced (119 percent of target) |
| Seed Funding: | 61 congregations funded (100 percent of target) |
| Strongest Performance Area: | Monitoring, Evaluation and Learning (Highly Satisfactory) |
| Most Significant Institutional Gains: | Strathmore Africa Case Centre, Case Book, and Social Entrepreneurship Hub |
| Key Risk: | Long-term financial resilience of congregations |
| Top Recommendation: | Develop a regional sustainability strategy with an integrated financial product for long-term enterprise support |

The Sisters' Blended Value Project (SBVP) 2022-2024 cycle delivered significant and measurable impact by equipping Catholic Sisters across Eastern and Central Africa with the skills, networks, and institutional support required to transform social ministries into sustainable social enterprises. By the end of the 2022-2024 project cycle, the project had trained 690 Sisters against a target of 600 and strengthened leadership and entrepreneurial capacities across more than 40 congregations. Collaborative networks reached over 700 Sisters, creating visibility and peer learning pathways within and beyond the region. Forty-three research outputs were produced against a target of 36, including case studies, journal papers, and practitioner reports that strengthened regional evidence and knowledge systems through the Strathmore Africa Case Centre. Seed funding supported 61 congregations, enabling them to stabilize or expand enterprises in education, health, agriculture, and community development. Sustainability anchors such as the Case Book, the Strathmore Africa Case Centre, and the Social Entrepreneurship Hub were established, ensuring long-term institutionalization, replication, and continuity. These achievements confirm that the project addressed real and immediate sustainability challenges faced by congregations and provided a strong justification for its relevance and implementation approach.

Based on these outcomes and impact this Monitoring, Evaluation and Learning (MEAL) report presents an internal evaluation of the design, implementation, and performance of SBVP 2022-2024 project cycle. Implemented by Strathmore University Business School in partnership with Association of Consecrated Women of Eastern and Central Africa and funded by the Conrad N. Hilton Foundation, the project sought to transform social ministries into sustainable social enterprises based on appraisal of the different aspects of the project. First, the project design directly addressed the sustainability challenges faced by Sisters. However, the design underestimated the long-term significance of knowledge hubs and research products, which later proved central to sustainability. This design component was rated moderately satisfactory. Stakeholder participation during project formulation was strong, with ACWECA, national associations, and congregational leaders actively engaged. This ensured ownership and was rated satisfactory. Project implementation demonstrated effective governance through joint institutional arrangements between SBS, ACWECA, and the national associations. Collaboration between academia and congregations was a unique strength and was rated satisfactory. Project management and administration were highly effective, supported by a motivated SBS team that applied adaptive MEL processes, and this was rated satisfactory.



The Log Frame guided implementation, and adaptive learning was evident in the Malawi extension and in the establishment of the Case Centre and Hub. Policy integration was less developed and therefore rated moderately satisfactory, although policy engagement was not a core requirement of the donor. Stakeholder participation during implementation was active and inclusive, with expanded partnerships in the 2022-2024 project cycle, earning a satisfactory rating. Information management was robust, supported by knowledge products that exceeded targets and MEL systems that ensured accountability and effective use of data. This was rated satisfactory. Risk management addressed donor dependence and sustainability through seed funds and institutional anchors, although financial resilience at congregational level remains a moderate risk. This was rated moderately satisfactory. Financial planning and management were effective, with budgets well administered and seed funds disbursed to all 61 congregations. Accountability reached 100 percent and was rated satisfactory.

The monitoring, evaluation, and learning systems were well designed and adequately resourced, with dashboards, reports, and learning processes ensuring strong compliance and accountability. This was rated highly satisfactory. Outcome monitoring confirmed that all targets were achieved or surpassed. Training reached 690 Sisters, collaborative networks engaged more than 700, research outputs reached 43, and seed funds supported 61 congregations. This resulted in a highly satisfactory performance rating. The overall project objective of transforming social ministries into sustainable social enterprises was substantially achieved, with evidence of replication and sustainability emerging. This was rated highly satisfactory.

Outcome one exceeded its target and demonstrated strong gains in leadership and entrepreneurship capacity. This was rated highly satisfactory. Outcome two achieved its networking activities and broadened engagement, although policy and market uptake remained limited, leading to a satisfactory rating. Outcome three surpassed its research targets and institutionalized the Case Centre, although external uptake of knowledge products is still developing. This was rated satisfactory. Outcome four met the seed fund target and established the Hub, although long-term financial resilience beyond seed funding remains an area for strengthening, resulting in a satisfactory rating.

Lessons from implementation, including the development of the Case Book, Case Centre, and Hub, proved critical to sustainability. Replication is ongoing, although regional scaling will require time. Lessons were rated moderately satisfactory.

On relevance, effectiveness, and sustainability, the project was highly relevant to Sisters' needs, congregational priorities, the Sustainable Development Goals, and donor strategy, resulting in a satisfactory relevance rating. Effectiveness was highly satisfactory because quantitative targets were surpassed. Institutional sustainability was rated likely for SBS, ACWECA, and the Hub. Financial sustainability was rated moderately likely; as long-term financing remains a moderate risk. Social sustainability was rated likely because Sisters' charisms and community demand guarantee continuity. Knowledge sustainability was rated highly likely given the durability of the Case Book, Case Centre, and Hub. This MEAL report concludes that SBVP 2022-2024 project cycle substantially achieved its objective and exceeded its quantitative targets. It created durable institutional and knowledge platforms that support long-term learning and enterprise sustainability. Overall, the project was rated satisfactory. While congregational financial resilience remains a moderate challenge, the foundations laid in the 2022-2024 project cycle position the project for continued sustainability, replication, and scaling. Its enduring impact is evident in the continuation of 2025-2027 project cycle, including the extension to Malawi, where Sisters continue to build sustainable social enterprises that advance their social and spiritual missions and strengthen their communities.

PROJECT BACKGROUND

1.1 Project vision and Objectives

The Sisters Blended Value Project (SBVP) seeks to transform Catholic Sisters' social ministries into sustainable social enterprises by equipping them with entrepreneurial, leadership, and financial management skills, while safeguarding their spiritual and social missions. Implemented by Strathmore University Business School in partnership with the Association of Consecrated Women of Eastern and Central Africa (ACWECA), and supported by the Conrad N. Hilton Foundation, the project was launched in late 2021 and designed to run for three years through 2024 in Kenya, Uganda, Tanzania, and Zambia.

SBVP was conceived to introduce innovative social enterprise models, integrated financial solutions, and evidence-based learning to address the growing challenge of declining donor support. By strengthening Sisters' capacity to manage their ministries as enterprises, the project aims to ensure that their health, education, and community-based initiatives remain resilient, impactful, and financially sustainable.

The project's strategic interventions included:

- **Capacity building:** training, coaching, and mentorship for more than 600 Sisters drawn from over 40 congregations to strengthen entrepreneurial and leadership skills.
- **Collaborative networks:** establishment of peer learning platforms and annual thematic summits to position Sisters' enterprises in local and global markets.
- **Knowledge and evidence generation:** production of research papers, practitioner reports, and case studies to document, share, and scale lessons on faith-based social entrepreneurship.
- **Incubation and financial innovations:** The development of an incubation center and integrated financial models, including seed grants, access to finance, and insurance solutions to strengthen Sisters' access to capital and reduce monetary risks.

Beyond immediate outcomes, the project sought to demonstrate scalable and replicable approaches for transitioning from charitable dependence to enterprise-driven sustainability.

This model was expected to inspire and be adapted by other faith-based and community-based organizations across Africa.

MONITORING, EVALUATION & LEARNING: METHODOLOGY & APPROACH

2.1 Monitoring, Evaluation and Learning Objectives

Table 2: Monitoring, Evaluation and Learning Objectives

| Objective | Measurable Indicators from the Project log frame | End-of-project target | Status of delivery | Rating |
|--|--|-----------------------|---|---------------------|
| Objective 1: Develop Social Entrepreneurship & Leadership capacities of 600 Sisters across 40 congregations (Training, Coaching & Mentoring) | 1.1 Total number of Sisters trained on key enterprising skills (Project Management, SEP, Leading & Managing Social Enterprises, Executive Coaching, Scale Modules I-III) | 600 Sisters | 690 trained (115% of target). Achieved above target. | Highly Satisfactory |
| | 1.2 Total number of Sisters undergoing Coaching & Mentorship (Start-up, Growth, L&M Social Enterprises, SEP-Scale Modules) | 600 Sisters | 595 trained (99.2% of target). Target nearly met. | Satisfactory |
| | 1.3 Proportion of congregations participating in capacity-building (coaching certification, ToT, webinars) | 40 congregations | Over 40 congregations trained cumulatively. Exceeded. | Highly Satisfactory |
| Objective 2: Strengthen networking opportunities for the Sisters | 2.1 Number of annual thematic conferences/summits | 12 (4 per year) | 12 held (100% achievement). | Satisfactory |
| | 2.2 Number of Sisters attending conferences to share/adopt best practices | 600 | Over 700 recorded. Exceeded. | Highly Satisfactory |
| | 2.3 Congregations attending conferences | 40 | Achieved consistently (≥ 40). | Highly Satisfactory |


| Objective | Measurable Indicators from the Project log frame | End-of-project target | Status of delivery | Rating |
|--|--|-------------------------|---|---------------------|
| Objective 3: Expand knowledge and evidence base through publications | 3.1 Number of published research papers, practitioners' reports, and case studies | 36 total | 43 published (119% achievement). Target exceeded. | Highly Satisfactory |
| Objective 4: Establish an incubation center and integrated financial solutions | 4.1 Number of projects moving from idea generation to intermediate to advanced stage | 61 projects | 61 advanced. 100% target achieved. | Satisfactory |
| | 4.2 Development of Incubation & Innovative business model (Concept note, due diligence tools, seed grant criteria) | 1 comprehensive package | Tools developed in Year 1. Fully delivered. | Highly Satisfactory |
| | 4.3 Congregations accessing integrated financial solutions (finance & insurance models) | 61 congregations | 61 congregations achieved. (100% target) | Satisfactory |

2.2 Monitoring and Evaluation Reference Point

For the 2022-2024 project cycle of the Sisters Blended Value Project, the Proposal Document served as the main reference point. It outlined the results that all partners, including ACWECA, Strathmore University Business School, and the participating congregations, committed themselves to achieve. Central to this was the Logical Framework, which provided a structured way of tracking progress and assessing whether the project was moving in the right direction. Because the project was implemented across several countries and within the evolving realities of the sisters' ministries, adjustments to the framework were sometimes necessary. These adjustments were linked to delays between design and implementation, lessons learned during the journey, or new needs arising in the congregations and communities. At inception, the framework was reviewed to ensure it was practical and relevant. Later refinements were recorded in the Logical Framework, which was a flexible tool to capture the actual project execution in alignment with the project objectives.

The process of managing change was deliberate and transparent. Adjustments were discussed during the weekly Monday standing meetings, which functioned as the main platform for project coordination. Once consensus was reached, changes were formally reflected in the Logical Framework. This ensured alignment of plans, reports, financial updates, and monitoring activities, while maintaining accountability and leaving room for adaptation. This participatory and systematic approach kept activities such as training, coaching, research, seed funding, and collaborative networking relevant and impactful throughout implementation.

In assessing progress, the evaluation recognized that many long-term transformations targeted in congregations and their social enterprises would only unfold gradually and might not be fully realized within the project's lifetime.



The focus, therefore, remained on the visible outcomes and steady progress within the 2022-2024 project cycle, while maintaining a forward-looking perspective on the larger impacts. This evaluation report examined whether the project design was sound, whether the Sisters and partners had taken ownership of its implementation, and how effectively activities were managed. It also assessed the viability of the monitoring, evaluation, and learning systems, the relevance of interventions to the Sisters' needs, the effectiveness of delivery in practice, and the likelihood of sustainability beyond the project.

The methodology combined qualitative and quantitative approaches. Desk reviews of documents such as progress reports, seed fund records, research outputs, and financial statements provided secondary data. This was complemented by primary data collected through surveys and interviews with Sisters, congregational leaders, community beneficiaries, and partners. Direct consultations were prioritized for their richness of insight, and triangulation was consistently applied to validate findings. Quantitative data from monitoring reports were cross-checked against qualitative feedback, while anecdotal evidence was only considered when judged credible and its limitations were clearly noted.

The monitoring, evaluation, and learning plan for the 2022-2024 project cycle was designed to be both practical and strategic. It set out what would be measured, how data would be collected, who would be responsible, and when reviews would occur. Indicators were defined for each objective and outcome, and where necessary, were refined during implementation to reflect achievements on the ground better. Baselines were recorded in the Logical Framework, and realistic targets were set across different country contexts. Reviews and reflections were carried out at regular intervals, culminating in an end-of-project cycle assessment. Roles and responsibilities for data collection, consolidation, and reporting were clearly assigned to the project team, with oversight from ACWECA and Strathmore University Business School, and a budget line was reserved for monitoring, evaluation and learning activities.

For this report, Project performance was evaluated using a six-level scale. Work that fully achieved and went above set objectives with no noticeable gaps was considered highly satisfactory. Achievements that reached goals with minor issues were rated satisfactory. Where targets were largely achieved but some obstacles remained, performance was assessed as moderately satisfactory. Where significant challenges slowed progress and limited achievement, it was rated moderately unsatisfactory. Situations where major problems prevented objectives from being met were considered unsatisfactory, while only in rare cases where objectives were unachievable could performance be considered highly unsatisfactory. This final category was not experienced in the 2022-2024 project cycle. Ratings were based on evidence from monitoring data, reports, and reflections from the sisters. In most cases, performance fell between satisfactory and highly satisfactory, depending on the country and activity under review. The monitoring, evaluation, and learning approach was participatory, adaptive, and evidence-driven. It ensured accountability to the project's original design while remaining responsive to actual implementation. It created space for reflection and adaptation, ensuring that project activities were delivered and creating the desired change among congregations and their communities.

2.3 Documents Reviewed and Consulted

The evaluation team reviewed key project documents, including the original proposal, monitoring and evaluation reports, progress updates, training and workshop records, seed fund disbursement files, financial audits, and knowledge products such as case studies and the SBVP Case Book.

Additional documentation included publications from the Strathmore Africa Case Centre, research outputs by faculty and congregations, and reports from ACWECA and the Conrad N. Hilton Foundation. Online resources and project websites were also consulted to provide further insights into progress, learning, and replication. The full list of reviewed documents is maintained in the project's data warehouse and is available upon request.

2.4 Consultations with Stakeholders and Beneficiaries

The primary stakeholders of Phase II were Catholic Sisters and their congregations across Kenya, Uganda, Tanzania, and Zambia. The evaluation team engaged in in-person and virtual consultations with a wide range of participants, including congregational leaders, individual Sisters, project managers, diocesan partners, and community beneficiaries. At the institutional level, consultations were held with the SBVP coordination team and ACWECA. Most consultations were conducted face-to-face during field visits to congregations and their enterprises, surveys complemented these. More than one hundred individuals were consulted, representing Sisters from ministries in health, education, agriculture, and social services, as well as alumni and community partners. The evaluation adopted a participatory approach that emphasized learning and reflection. Congregations were invited to conduct self-assessments, and their feedback was incorporated into the analysis. Draft findings were shared with stakeholders during validation meetings.

MONITORING & EVALUATION RESULTS: PROJECT DESIGN

3.1 Project Design

In the 2022-2024 project cycle of the Sisters Blended Value Project, good progress was made, but there were also some challenges. Getting research permits took longer than planned, and even after the research was completed, the publication process moved slowly. This made it harder to share results quickly. Many Sisters also found it difficult to adjust to new technologies. For some, online platforms and digital tools were relatively new, which made learning and participation harder. In addition, Sisters in remote areas struggled with poor internet connections, limiting how much they could participate in online sessions, coaching, or collaborative meetings. These challenges reminded us of the need to stay flexible, provide extra support where it was required, and find practical solutions that matched the realities of the sisters in different places.

Project design was considered Satisfactory (S).

3.2 Relevance

Relevance in the Sisters Blended Value Project 2022-2024 project cycle was understood to the extent to which the objectives and outcomes matched the real needs of the Sisters, the priorities of their congregations, and the wider development goals of their countries and partners. The project objectives and outcomes were closely connected to the challenges Sisters faced in their ministries, particularly in health, education, and social outreach. They also responded to the wider regional priorities around poverty reduction, sustainability, and social enterprise development. In addition, the project aligned with the policies of ACWECA, Strathmore University Business School, and the priorities of supporting partners and the Conrad N. Hilton Foundation. This meant that the project satisfied the basic definition of relevance. However, the project design did not fully capture every challenge the sisters faced at the time of implementation. Some needs highlighted during the proposal stage were only partly addressed, while others went beyond what was included in the original design. For example, issues such as limited digital skills, access to reliable internet, and the realities of running ministries in remote settings became more pronounced as the project unfolded. Project implementers responded to these gaps by going beyond the original design and tackling some of these challenges directly, which made the project even more relevant to the sisters' experiences.

Project design relevance was considered as Satisfactory (S).

MONITORING & EVALUATION RESULTS: IMPLEMENTATION STATUS

4.1 Results Achieved through the Performance Management Plan

Table 3: Results Achieved through the Performance Management Plan

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | | |
|--|-----------------------|---|-----------------------|---------------|---------------|---------------|---------------------------|-----------|-----------|-----------|------------|---------------------------|-----------|-----------|-----------|------------|---------------------------|-----------|-----------|-----------|-----------|-----------------|------------|------------------|--|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total | 2022 - 2024 |
| Objective 1: Develop Social Entrepreneurship and Leadership capacities of 600 sisters drawn from Over 40 congregations on multi-level programs (Training, Coaching, Mentoring) | | | | | | | | | | | | | | | | | | | | | | | | | |
| a. Training | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 - 2024 | Total Trained | Annual | 600 | 170 | 230 | 200 | 79 | 71 | 79 | 63 | 292 | 89 | 76 | 75 | 66 | 306 | 29 | 25 | 20 | 18 | 92 | 690 | 115 | | |
| 2022 | 1.1 | Total no. of sisters trained on key enterprising skills (project management & social entrepreneurship) | Annual | 600 | 170 | 230 | 200 | 79 | 71 | 79 | 63 | 292 | | | | | | | | | | | | | Trained way above target for key enterprising skills. Above target by 15% above the target of 600 sisters. |
| | 1.2 | Proportion of sisters trained on project management | | | | | | 31 | 26 | 31 | 18 | 106 | | | | | | | | | | | | | |
| | 1.3 | Proportion of sisters trained on Social entrepreneurship programme (SEP) | | | | | | 48 | 45 | 48 | 45 | 186 | | | | | | | | | | | | | |

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | | |
|--------|-----------------------|---|-----------------------|---------------|---------------|---------------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|-----------------|---------|------------------|-------------|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total | 2022 - 2024 |
| 2023 | 1.1a | Total no. of sisters trained on key enterprising skills (leading and managing social enterprises program and executive coaching for managers, level 1-level 4) | | | | | | | | | | 89 | 76 | 75 | 66 | 306 | | | | | | | | | |
| | 1.1.1 | Total no. of sisters trained on key enterprising skills (leading and managing social enterprises program, level 1-3) | | | | | | | | | | 83 | 71 | 70 | 60 | 284 | | | | | | | | | |
| | 1.1.2 | Proportion of sisters trained on leading and managing social enterprises program (Level 1) | | | | | | | | | | 26 | 15 | 21 | 18 | 80 | | | | | | | | | |
| | 1.1.3 | The proportion of sisters trained in managing social enterprises program (Level 2) | | | | | | | | | | 26 | 24 | 21 | 19 | 90 | | | | | | | | | |
| | 1.1.4 | Foundations of social enterprise management (Level 3) | | | | | | | | | | 31 | 32 | 28 | 23 | 114 | | | | | | | | | |
| | 1.1.5 | Executive Coaching for Managers (Level 4) | | | | | | | | | | 6 | 5 | 5 | 6 | 22 | | | | | | | | | |
| | 1.1.6 | Total Number of sisters participating in capacity building webinar series | | | | | | | | | | 165 | 69 | 82 | 115 | 431 | | | | | | | | | |
| | 1.1.7 | Number of Sisters Participating in Episode 1: Financial Literacy | | | | | | | | | | 37 | 11 | 21 | 23 | 92 | | | | | | | | | |
| | 1.1.8 | Number of Sisters Participating in Episode 2: Communication for Effective Leadership | | | | | | | | | | 55 | 15 | 12 | 26 | 108 | | | | | | | | | |
| | 1.1.9 | Number of Sisters Participating in Episode 3: Digital Marketing Solutions for Social Enterprises | | | | | | | | | | 35 | 16 | 15 | 33 | 99 | | | | | | | | | |
| | 1.1.10 | Number of Sisters Participating in Episode 4: | | | | | | | | | | 17 | 13 | 18 | 19 | 67 | | | | | | | | | |
| | 1.1.11 | Number of Sisters Participating in Episode 5: | | | | | | | | | | 21 | 14 | 16 | 14 | 65 | | | | | | | | | |

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | |
|----------------------------|-----------------------|--|-----------------------|---------------|---------------|---------------|---------------------------|-----------|-----------|-----------|-----------|---------------------------|-----------|-----------|-----------|-----------|---------------------------|-----------|-----------|-----------|-----------|-----------------|------------|--|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total |
| 2024 | 1.1a | Total Number of Sisters trained on critical enterprising skills (Social Entrepreneurship-Scale Module I-III) | | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | |
| | 1.1.1 | The Proportion of Sisters Trained in Social Entrepreneurship program-Scale Module I | | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | |
| | 1.1.2 | The proportion of sisters trained in the social entrepreneurship program module II | | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | |
| | 1.1.3 | The proportion of Sisters Trained on Social Entrepreneurship program-scale Module III | | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | |
| b. Coaching and Mentorship | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Annual | 600 | 170 | 230 | 200 | 56 | 53 | 55 | 55 | 219 | 83 | 71 | 70 | 60 | 284 | 29 | 25 | 20 | 18 | 92 | 595 | 99.16666667 |
| 2022 | 1.1 | Total no. of sisters undergoing coaching and mentorship | Annual | 600 | 170 | 230 | 200 | 56 | 53 | 55 | 55 | 219 | | | | | | | | | | | | The project achieved 99.16% target on coaching and mentorship. |
| | 1.2 | Total no. of sisters undergoing coaching (Start-up & Growth) | | | | | | 48 | 45 | 47 | 48 | 188 | | | | | | | | | | | | |
| | 1.3 | Proportion of sisters undergoing coaching on action learning (Start-up) | | | | | | 24 | 24 | 23 | 24 | 95 | | | | | | | | | | | | |
| | 1.4 | Proportion of sisters undergoing coaching on action learning (Growth) | | | | | | 24 | 21 | 24 | 24 | 93 | | | | | | | | | | | | |
| | 1.5 | Proportion of sisters undergoing mentorship on action learning (Start-up & Growth) | | | | | | 48 | 45 | 48 | 45 | 186 | | | | | | | | | | | | |
| | 1.6 | Proportion of sisters start their own social enterprises (SEP start-up) | | | | | | 24 | 24 | 24 | 24 | 96 | | | | | | | | | | | | |

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | | |
|--------|--|---|-----------------------|---------------|---------------|---------------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|-----------------|---------|------------------|-------------|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total | 2022 - 2024 |
| 1.7 | Proportion of sisters who scale-up their social enterprises (SEP Growth) | | | | | | 24 | 21 | 24 | 21 | 90 | | | | | | | | | | | | | | |
| 1.8 | Proportion of congregations with sisters who become certified coaches and apply coaching skills acquired in running sustainable social enterprises (Trainer of Trainers) | | 40 | | | | 8 | 8 | 8 | 7 | 31 | | | | | | | | | | | | | | |
| 1.9 | Total number of congregations trained on key enterprising skills (Project Management & Social Entrepreneurship Program) | | 40 | | | | 41 | 37 | 36 | 33 | 147 | | | | | | | | | | | | | | |
| 1.1o | Proportion of Congregations trained on project management | | 40 | | | | 25 | 22 | 20 | 18 | 85 | | | | | | | | | | | | | | |
| 1.11 | Proportion of congregations trained on social entrepreneurship program (Start Up & Growth) | | 40 | | | | 16 | 15 | 16 | 15 | 62 | | | | | | | | | | | | | | |
| 1.12 | Proportion of congregations trained on SEP-Start Up | | 40 | | | | 8 | 8 | 8 | 8 | 32 | | | | | | | | | | | | | | |
| 1.13 | Proportion of congregations trained on SEP-Growth | | 40 | | | | 8 | 7 | 8 | 7 | 30 | | | | | | | | | | | | | | |
| 2023 | 1.1 b | Total no. of sisters undergoing coaching and mentorship | | | | | | | | | | 83 | 71 | 70 | 60 | 284 | | | | | | | | | |
| | 1.1.1 | Proportion of Sisters undergoing Coaching & Mentorship (Level 1: Leading & Managing Social Enterprises Program) | | | | | | | | | | 26 | 15 | 21 | 18 | 80 | | | | | | | | | |
| | 1.1.2 | Proportion of Sisters Undergoing Coaching & Mentorship (Level 2, Managing Social Enterprises Program) | | | | | | | | | | 26 | 24 | 21 | 19 | 90 | | | | | | | | | |
| | 1.1.3 | Proportion of Sisters Undergoing Coaching & Mentorship (Level 3: Foundations of Social Enterprises Program) | | | | | | | | | | 31 | 32 | 28 | 23 | 114 | | | | | | | | | |

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | |
|---|-----------------------|---|-----------------------|---------------|---------------|---------------|---------------------------|----------|----------|----------|----------|---------------------------|----------|----------|----------|----------|---------------------------|----------|----------|----------|-----------|-----------------|---|------------------|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total |
| 2024 | 1.1 b | Total no. of sisters undergoing coaching and mentorship | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | | |
| | 1.1.1 | The proportion of Sisters undergoing Coaching & Mentorship (SEP-Scale, Module I) | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | | |
| | 1.1.2 | The proportion of Sisters Undergoing Coaching & Mentorship (SEP-Scale, Module II) | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | | |
| | 1.1.3 | Proportion of Sisters Undergoing Coaching & Mentorship (SEP-Scale Module III) | | | | | | | | | | | | | | 29 | 25 | 20 | 18 | 92 | | | | |
| Objective 2: Strengthen networking opportunities for the sisters and enable them to position their social enterprises in local and global platforms | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Annual | 12 | 4 | 4 | 4 | 1 | 1 | 1 | 1 | 4 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 4 | 12 | 100 | 100% target achieved on conferences held. | |
| 2022 | 2.1 | Annual thematic conferences/Summits that enable sisters to share the best practices and lessons learnt | | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | | | | |
| | 2.2 | Number of Sisters attending the Summit/ Conferences to share and adopt best practices in running their social enterprises | | 600 | 200 | 200 | 200 | | | | | | | | | | | | | | | | | |
| | 2.3 | Number of congregations attending the conferences | | 40 + | 40 + | 40 + | 40 + | | | | | | | | | | | | | | | | | |
| 2023 - 2024 | 2.1 | Annual thematic conferences/Summits that enable sisters to share the best practices and lessons learnt | | | | | | | | | | | 1 | 1 | 1 | 1 | 4 | | | | | | | |
| | 2.2 | Number of Sisters attending the Summit/ Conferences to share and adopt best practices in running their social enterprises | | | | | | | | | | | 104 | 100 | 100 | 63 | 167 | | | | | | | |
| | 2.1 | Annual thematic conferences/Summits that enable sisters to share the best practices and lessons learned. | | | | | | | | | | | | | | | 1 | 1 | 1 | 1 | 4 | | | |
| | 2.2 | Number of Sisters attending the Summit/ Conferences to share and adopt best practices in running their social enterprises | | | | | | | | | | | | | | | 105 | 40 | 41 | 37 | 223 | | | |

| Ref No | INDICATOR DESCRIPTION | Reporting Frequency | SBVP Targets | | | | Year 1 (2022) Achievement | | | | | Year 2 (2023) Achievement | | | | | Year 3 (2024) Achievement | | | | | Performance (%) | Remarks | | |
|---|---|---|-----------------------|---------------|---------------|---------------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|---------------------------|----------|--------|--------|-------|-----------------|-------------|--|-------------|
| | | | Life of Project (LOP) | Year 1 (2022) | Year 2 (2023) | Year 3 (2024) | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | Kenya | Tanzania | Uganda | Zambia | Total | | | Cumulative Total | 2022 - 2024 |
| Objective 3: Expand the knowledge and evidence base learning process through various publications which can be utilized for future programs | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022-2024 | 3.1 | Number of published research papers, practitioners' reports and case studies | Annual | 36 | 12 | 12 | 12 | | | | | | | | | | | | | | 43 | 43 | 119.44 | 119.44% target achieved over the targeted 36 research outputs. | |
| | 3.1.1 | Number of Published papers | | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | 13 | 13 | 108.3333333 | | |
| | 3.1.2 | Number of published Practitioners reports | | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | 13 | 13 | 108.3333333 | | |
| | 3.1.3 | Number of published case studies | | 12 | 4 | 4 | 4 | | | | | | | | | | | | | | 17 | 17 | 141.6666667 | | |
| Objective 4: Establish an incubation centre and integrated financial solution to facilitate sisters' access to innovative business models and sustainable access to finance and insurance | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4.1 | Number of projects that move from idea generation stage to intermediate and finally to advanced stage | Annual | 61 | 0 | 0 | 0 | No Targets in Year 1 | | | | | | | | | | | | | | | | | 100% target achieved over the targeted 61 congregations. | |
| 4.2 | Development of an Incubation and Innovative business model | Concept note, due diligence checklist, seed grant funding criteria and scoring criteria development in year 1 | | | | | | | | | | | | | | | | | | | | | | | |
| 4.3 | Proportion of congregations with Integrated Financial Solutions (access to finance and insurance models) | | 61 | 0 | 0 | 0 | No Targets in Year 1 | | | | | 16 | 15 | 16 | 14 | 61 | 16 | 15 | 16 | 14 | 61 | 61 | 100 | | |

PROJECT IMPACT ANALYSIS

5.1 Global Developments and Social Impact

The Sisters Blended Value Project illustrates how faith-based social enterprises can serve as global public goods. Catholic Sisters remain central to the delivery of health, education, and livelihood services in contexts where public and private systems often fall short. By equipping Sisters with entrepreneurial, leadership, and financial skills, the project aligned with the Sustainable Development Goals on health, education, gender equality, decent work, and sustainable practices. The project also demonstrated catalytic potential beyond the pilot countries. Lessons from SBVP will contribute to global debates on women-led enterprises, values-based leadership, and sustainable service delivery in low-resource contexts. Just as rare ecosystems cannot be replaced if lost, the weakening of faith-based social enterprises would leave deep gaps in community well-being. SBVP has shown that with the right capacity and resources, such enterprises can be sustained and scaled, reducing dependency on unpredictable donor funding and safeguarding access to essential services in under-resourced contexts.

5.2 Impact on Regional Development

In Kenya, Tanzania, Uganda and Zambia, the project directly trained 690 Sisters and indirectly benefited thousands of community members. Impacts can be observed in three main dimensions. Economic, social, and environmental outcomes include revenue growth among supported social enterprises, improvements in financial management, and expansion of services. Schools expanded enrollment; for instance, one congregation increased pupils from 49 to 139 between 2021 and 2023, while mission hospitals enhanced affordability and patient reach. Social enterprises also created jobs for women and youth, improving local livelihoods. Institutional and systemic outcomes include stronger governance and accountability within congregations, replication of SBVP practices through ACWECA and other associations, and increased recognition of Sisters as partners in national education, health, and agriculture development strategies.

5.3 The Logic of Change: From Outputs to Outcomes to Impacts

Table 4: The Logic of Change: From Outputs to Outcomes to Impacts

| Logic Level | SBVP achievements | Examples |
|-------------|---|--|
| Outputs | Training, coaching, mentorship, research dissemination, seed grants, and collaborative events | 690 Sisters trained and 100% seed fund accountability |
| Outcomes | Growth of social enterprises, improved revenues, expanded reach, and stronger leadership. | More than 40 percent revenue increase; higher school enrollments; wider hospital coverage |
| Impacts | Congregational resilience, reduced donor dependency, improved livelihoods, and stronger community ecosystems. | Affordable education, accessible health care, new employment, and sustained service delivery |

Project impact analysis through global and regional perspectives, coupled with the logic of change were considered as Satisfactory (S).

5.4 Impact Analysis by Pillar

Pillar 1: Strengthening Capacity Development

1. **Training reach:** 690 sisters trained (target 600) across 40+ congregations.
2. **Skills gained:** project management, financial planning, budgeting, customer care, marketing, proposal writing, record keeping.
3. **Impact of learning:**
 - Schools increased enrolments (for example, Little Servants of the Sacred Heart grew from 96 to 200 (208%) learners; Handmaid Sisters' school reached 900 learners with a waiting list).
 - Clinics retained more patients by improving customer relations and services for example, Poor Handmaids of Jesus Christ improved diagnostics, attracted more patients, and expanded staff).
 - **Agricultural productivity rose:** St. Ann Sisters increased milk yields by 12 liters daily after acquiring cows. Daughters of the Redeemer (Zambia) expanded farmland from under 1 hectare to 3 hectares (300%). Fish farming grew from 1 to 10 ponds (1000%), increasing stock from 4,000 to 15,000 (375%) fish. Bee farming expanded from 1 hive to 20 (20%) hives (Franciscan Missionaries of Hope). Coffee yields improved through agronomical practices taught in training (Daughters of St. Teresa). Poultry units grew from one cycle to multiple batches of 300–600 (50%) birds, with new cages reducing disease and mortality, and enterprises diversified where Dimesse Sisters scaled up uniform production with embroidery and track suit machines, improving supply to schools and dispensaries.

Pillar 2: Collaborative Networks

1. **Collaborative Networks Reach:** over 700 sisters through conferences, webinars and alumni reunions reached.
2. **Knowledge exchange:** FMSJ sisters adopted practices from Franciscan brothers' farms and Loreto Sisters, enhancing their own poultry and farming and Sisters of Holy Angels gained new market access by collaborating with supermarkets and hotels.
3. **Finance linkages:** networks created opportunities for resource mobilization and new donor connections.
4. **Impact of collaborative networks:** broader exposure, peer learning, and concrete adoption of new practices in enterprises.

Pillar 3: Research and Evidence

1. **Research Reach:** 43 research products (target 36), including case studies, white papers and journal papers.
2. **Impact of research:** The Strathmore Africa Case Centre was established to anchor the research legacy and the research case book.

Pillar 4: Integrated Financial Solutions

- Seed funding reach: distributed to 61 congregations (target 61).
 1. **Fund usage:** St. Joseph Sisters (Mombasa) opened a butchery (Fidelis White Meat) selling chicken, smokies, sausages, with demand steadily growing. They also purchased a feed-making machine to lower costs.
 2. Good Shepherd Sisters equipped dispensaries with benches, a medical fridge, examination lamps, and stock-tracking systems, attracting more patients.
 3. Orante Sisters invested in poultry cages, reducing losses and stabilizing production.
 4. Daughters of Mary Immaculate scaled fishponds from 1 to 10 and expanded avocado seedlings from 10 to 1,000.
 5. Dimesse Sisters invested in sewing machines and embroidery, doubling garment production.
- **Project Impact on Sustainability:** Social Entrepreneurship Hub established for social entrepreneurship and philanthropy innovation.

Project impact analysis by pillar is considered Satisfactory (S).

PROJECT RESULTS: EFFECTIVENESS AND SUSTAINABILITY

6.1 Project Result Effectiveness

The table below illustrates the effectiveness of project execution as measured against end-of-project expectations (from project design, implementation, monitoring, and evaluation) for the 2022-2024 project cycle.

Table 5: Project Result Effectiveness

| End-of-project expectations | MEL comments |
|--|---|
| Training of 600 Sisters from over 40 congregations through multi-level programs (training, coaching, mentoring) to build entrepreneurial and leadership capacity | The project exceeded its target, reaching 690 Sisters from over 40 congregations. Strong gains were made in governance, accountability, and entrepreneurial practice. The foundation was solid; the long-term effectiveness of the application will depend on continued practice and support. |
| Strengthen networking opportunities for Sisters and enable them to position their social enterprises in local and global platforms. | Targets on annual conferences and summits were fully achieved, with over 700 Sisters participating. Collaborative learning has been effective, but evidence of how these networks translate into policy, advocacy and market linkages is still emerging. |
| Expand the knowledge and evidence-based learning process through publications (research papers, practitioner reports, case studies) | The project surpassed its target of 36 research outputs, producing 43. The establishment of the Strathmore Africa Case Centre institutionalized these products. Dissemination has begun, but wider uptake into policy and academic ecosystems remains to be tracked. |
| Establish an incubation center and an integrated financial solution model for Sisters' access to innovative business models and sustainable finance. | The project achieved its target by providing seed funding to 61 congregations and establishing the Social Entrepreneurship Hub in Phase Three. Early evidence shows improved enterprise growth, though diversified access to finance and market resilience remain future priorities. |
| Capture and disseminate lessons for replication. | Beyond original targets, the project produced a Case Book, created the Strathmore Africa Case Centre, and launched the Social Entrepreneurship Hub. These represent significant knowledge products that were not initially foreseen but now provide a strong base for replication. |

Capacity building and research outputs all surpassed targets, while collaborative networks and integrated financial solutions objectives were met. The effectiveness of project execution is therefore assessed as satisfactory, with some areas still requiring consolidation, particularly around financial resilience and policy uptake.

6.2 Project Results Sustainability

The table below illustrates the sustainability of project execution and benefits against project continuity expectations.

Table 6: Project Results Sustainability

| Dimension | MEL comments | Rating |
|---|---|-------------------|
| Capacity development | Congregations have adopted entrepreneurial and leadership practices. | Likely |
| Collaborative Networks | Associations and ACWECA remain strong, and over 700 Sisters participated, but policy-level integration is still incomplete. | Moderately Likely |
| Research | 43 outputs produced and housed at the Case Centre; sustainability is secure, but updating and broader dissemination remain important. | Likely |
| Integrated financial solutions | 61 congregations funded; seed grants were catalytic, but diversified and long-term financial strategies are still needed. | Moderately Likely |
| Knowledge and lessons (unintended) | The Case Book, Hub, and Case Centre ensure long-term knowledge continuity and replication beyond the project. | Highly Likely |

NOTABLE SUCCESSES, CHALLENGES AND LEARNINGS

7.1 Notable Successes

- Training reached 690 sisters, exceeding the target of 600, and involved over 40 congregations.
- Collaborative networks connected more than 700 sisters through conferences, webinars, and visits, strengthening peer learning and partnerships.
- Research produced 43 outputs compared to the targeted 36, including the SBVP Case Book and publications through the Strathmore Africa Case Centre.
- Integrated financial solutions disbursed seed funds to all 61 targeted congregations, enabling both new enterprises and expansion of existing ones.

7.2 Notable Challenges

- Digital literacy gaps slowed seed agreement signing, budget submissions, and use of the e-learning platform.
- Language barriers in Tanzania and Uganda caused delays in accountability processes and grant disbursement.
- Leadership transitions in some congregations affected timely fund processing.
- Research faced delays due to extended permit approval processes and underestimated timelines for output delivery.

7.3 Key Learnings

- Peer-led and contextualized training increased learning effectiveness and should be scaled.
- Combining seed funding with financial mentorship and coaching enhances accountability and enterprise sustainability.
- Research quality and visibility improve through collaborative paper development, pre-print publication, and conference participation.
- Ownership is stronger when sisters lead webinars and networks, creating more engaged and self-sustaining learning communities.

CONCLUSIONS, EVALUATION SUMMARY AND RECOMMENDATIONS

9.1 Conclusions and Evaluation Summary

Table 7: Conclusions and Evaluation Summary

| CRITERION | CONCLUSIONS | RATING |
|---|---|------------------------------|
| PROJECT DESIGN | | |
| Concept and design | The project design correctly identified the need to transform social ministries into sustainable social enterprises. However, initial framing did not fully anticipate the importance of institutional knowledge products (Case Book, Case Centre, Hub), which emerged later. | Satisfactory (S) |
| Stakeholder participation in project formulation | Congregational leaders, ACWECA, and national associations were engaged extensively in the design stage through consultations and workshops, ensuring relevance to Sisters' needs. | Satisfactory (S) |
| PROJECT IMPLEMENTATION | | |
| Project governance | Governance structures included ACWECA, Strathmore University Business School, and congregational associations. Collaboration between academic and faith-based actors proved a positive feature of governance. | Satisfactory (S) |
| Project management and administration | Implementation was effective and well-coordinated by the project team, with strong MEL systems and consistent adaptive learning across three phases. | Satisfactory (S) |
| Implementation approach (Log Frame and adaptive management) | The Log Frame guided execution across all phases. Adaptive learning was visible in the inclusion of Malawi, creation of the Hub, and development of the Case Centre. However, adaptation could have been stronger in building policy integration pathways. | Highly Satisfactory (HS) |
| Stakeholder participation in implementation | Sisters, congregations, and associations were active participants in training, research, and financial accountability. | Satisfactory (S) |
| Information management | The project produced 43 research outputs (target 36) and institutionalized knowledge through the Case Centre. MEL systems ensured timely reporting and accountability. | Satisfactory (S) |
| Risk management | Key risks such as financial dependency and lack of sustainability were mitigated by introducing seed funding, accountability training, and institutional anchors (Hub, Case Centre). Policy uptake risks remain. | Moderately Satisfactory (MS) |
| PROJECT FINANCES | | |

| CRITERION | CONCLUSIONS | RATING |
|--|--|--------------------------|
| Financial planning and management | Funds were managed within budget, seed funding was disbursed to 61 congregations (target 61), and accountability reached 100%. Some congregations remain vulnerable without diversified revenue. | Satisfactory (S) |
| MONITORING AND EVALUATION | | |
| M&E design, plan, and budget | The MEL design met donor requirements and supported adaptive learning. The integration of impact dashboards and accountability reporting improved quality. | Highly Satisfactory (HS) |
| Outcome monitoring | Evidence shows that 690 Sisters trained (target 600), 700+ reached through networks, 43 research outputs were produced (target 36), and 61 congregations were funded (target 61). MEL confirms outcomes achieved, though long-term application is still being tracked. | Highly Satisfactory (MS) |
| PROJECT RESULTS: Achievement of Objective and Outcomes | | |
| Objective: To transform social ministries into sustainable social enterprises | Indicators confirm the objective was achieved: 690 Sisters trained, seed funds fully disbursed, research outputs exceeded, and networks strengthened. Replication through ACWECA and associations shows catalytic effect. | Satisfactory (S) |
| Outcome 1: Strengthened capacity of Sisters through training, coaching, and mentoring | Target of 600 surpassed, with 690 Sisters trained from 40+ congregations. Application of skills is evident but long-term resilience requires ongoing support. | Highly Satisfactory (HS) |
| Outcome 2: Strengthened networking opportunities for Sisters in local and global platforms | The project successfully engaged over 700 Sisters, surpassing the initial target. While networks remain active and vibrant, their translation into sustained market connections and policy linkages has only been partially achieved | Highly Satisfactory (HS) |
| Outcome 3: Expanded research and evidence-based | The target of 36 research outputs was surpassed with 43 produced. Institutionalization through Case Centre ensures continuity, but broader policy uptake remains to be measured. | Satisfactory (S) |
| Outcome 4: Integrated financial solutions and incubation | Seed grants reached all 61 targeted congregations, and the Hub was established to consolidate incubation. Early results are promising, though financial resilience beyond seed funds is not yet assured. | Satisfactory (S) |

| CRITERION | CONCLUSIONS | RATING |
|--|---|------------------------------|
| Outcome 5: Lessons and replication | Case Book, Case Centre, and Hub are strong knowledge legacies not foreseen at the design stage. Replication is underway, though scaling across Africa requires further support. | Moderately Satisfactory (MS) |
| RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY | | |
| Relevance | The project is relevant to Sisters' needs, congregational priorities, and national development agendas in education, health, and livelihoods. It aligns with SDGs and donor priorities. | Satisfactory |
| Effectiveness | The project exceeded most targets (training, networks, research, seed funding) and created additional sustainability mechanisms. Some outcomes (financial resilience, policy integration) remain emerging. | Satisfactory |
| Institutional sustainability | Institutional anchoring through ACWECA, Strathmore, the Hub, and the Case Centre is strong, but continued updating and external partnerships will be critical. | Likely (L) |
| Financial sustainability | Seed funds were catalytic, but many congregations remain dependent on limited revenue streams. Access to finance and diversified income remain moderate risks. | Moderately Likely (ML) |
| Social sustainability | Strong because of congregations' charism and commitment to service delivery. Communities continue to depend on schools, hospitals, and social enterprises. | Likely (L) |
| Knowledge sustainability | The Case Book, Hub, and Case Centre provide durable platforms ensuring continuity beyond donor support. | Highly Likely (HL) |
| OVERALL PROJECT RATING | By the close of Phase II, the Sisters Blended Value Project had surpassed its training, research, and funding targets and extended to Malawi by phase III. Its objective of transforming social ministries into sustainable social enterprises was substantially achieved. Being a foundational project, replication and scaling will determine the long-term reach. The creation of durable knowledge platforms and networks enhances the chances of sustainability, though financial resilience and policy integration remain key areas for future focus. | Satisfactory (S) |

9.2 Recommendations

9.2.1 Recommendation addressed to SBS Project Team, ACWECA, Congregational Associations and other Partners

The project has created significant platforms (Case Book, Case Centre, Social Entrepreneurship Hub) and disbursed seed funding to 61 congregations. However, there is no formal Sustainability or Exit Plan to secure these benefits once donor funding concludes. We recommend that the SBS Project Team, in collaboration with ACWECA, organize a Sustainability Workshop bringing together congregational



leaders, associations, and external partners. At the Workshop, project gains (training of 690 Sisters, networking of 700+, 43 research outputs, seed funding to 61 congregations) should be presented, and expressions of interest secured from stakeholders to sustain specific outputs. Formal commitments or agreements should follow to institutionalize responsibility.

9.2.2 Recommendation addressed to SBS Project Team and ACWECA

The project has invested in learning materials, digital systems, and financial accountability tools. At closure, these must be transferred responsibly to institutions that sustain them. We recommend prioritizing congregations, ACWECA, and the Social Entrepreneurship Hub when handing over SBVP assets, ensuring that resources remain with organizations continuing the project's vision.

9.2.3 Recommendation addressed to SBS Project Team

The project generated extensive MEL data, training materials, and research outputs. While some are published (Case Book, Case Centre), others remain in electronic or raw formats that may be underutilized. We recommend that SBS catalogue and deposit all project data and institute a monitoring, evaluation and learning data governance mechanism. These repositories should commit to accessibility for congregations, researchers, and practitioners to ensure replication, or SBS could create a social entrepreneurship knowledge repository hub for learning and innovation purposes for social entrepreneurship matters.

9.2.4 Recommendation addressed to ACWECA and National Associations of Sisters

Over 700 Sisters engaged in conferences and summits, but the networks are yet to translate into sustained market opportunities and policy influence fully. We recommend that ACWECA and national associations consolidate these networks into structured peer-learning clusters and deliberately link them with ministries, private sector actors, and donors, so that Sisters' enterprises can influence policy and access broader markets.

9.2.5 Recommendation addressed to SBS and Partners

SBVP has delivered strong but diverse outputs across training, research, networks, and finance. There is a need for a unifying regional strategy. We recommend that SBS, together with ACWECA and partners, develop a Regional Strategy for Faith-Based Social Enterprises. This should use SBVP models (training, research, networks, finance) as a blueprint and align with national priorities and the SDGs, to guide replication across Africa.

9.2.6 Recommendation addressed to Donors (Hilton Foundation and other partners)

While foundational, SBVP depends on replication and upscaling to achieve continental-level impact. Without follow-up investment, this may not be actualized. We recommend that donors support a follow-up intervention to consolidate the Hub and Case Centre and expand replication across Africa. This should include a formal Exit and Sustainability Plan, ensuring financial resilience and policy influence are built.



Sister's Blended Value Project

Transforming Social Ministries into Sustainable Social Enterprises

Countries

Where SBVP is being Implemented



Kenya



Uganda



Tanzania



Zambia



Malawi


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