



**Strathmore**  
UNIVERSITY  
BUSINESS SCHOOL

# Impact of the Sisters' Blended Value Project

## Phase II (2022 - 2024)



## Impact Evaluation Report 2022 - 2024



Kenya Tanzania Uganda Zambia

Transforming Social Ministries into Sustainable Social Enterprises

Funded by the Conrad N. Hilton Foundation and Implemented by the Strathmore University Business School in Partnership with the Association of Consecrated Women of Eastern and Central Africa



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<b>Cover Photo</b>	Residents of Masese Village in Uganda reap significant benefits from the Evangelising Sisters of Mary

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## Disclaimer

The findings and insights presented in this impact evaluation report are based on information available at the time of preparation based on the Sisters' Blended Value Project, phase II. They do not necessarily echo the official positions of the Strathmore Business School, its partners, or supporting organizations in the design and execution of the Sisters' Blended Value Project. While caution has been taken to ensure correctness, the project team, partners and supporting organization accept no responsibility for any errors or omissions contained within this impact evaluation report.<sup>1</sup>

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This impact evaluation is produced by Strathmore Business School, powered by the Sisters' Blended Value Project. The report has been prepared by the monitoring and evaluation team under the authorship of Dr. Mary Aming'a (PhD)-Monitoring and Evaluation Lead, Sr. Dr. Blandina Kori (PhD)- Monitoring and Evaluation Officer, Sr. Francisca Multi-Monitoring and Evaluation Officer, and Sr. Peris Muchiri-Manager, Social Innovation Centre; and reviewed by Dr. Angela Ndunge (PhD)-Principal Investigator, Dr. Nancy Njiraini (PhD)-Research and Academic Lead and Ms. Anne Njoroge, the Project Manager.

## ABBREVIATIONS AND ACRONYMS

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

# GRANT INFORMATION

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# MESSAGE FROM THE LEADERSHIP



**Dr. Angela Ndunge, Phd**  
**Principal Investigator**

I present this Impact Evaluation Report of the Sisters Blended Value Project with deep gratitude. This journey has brought together capacity building that equips Sisters with skills, collaborative networks that connect congregations across borders, research that grounds practice in evidence, and integrated financial solutions that sustain ministries through enterprise. The impact of these four pillars is seen in lives changed, communities strengthened, and futures made more hopeful. The Sisters Blended Value Project has grown beyond the seed of a project to generational transformation.



**Dr. Nancy Njiraini, Phd**  
**Academic and Research Lead**

Research and learning have been central to the Sisters Blended Value Project. Through collaborative networks, Sisters and partners have shared insights that enrich practice and strengthen ministries. Academic rigor has helped to translate lived experiences into knowledge that guides and inspires, while research outputs now serve as resources for others who will walk this path. What we hold in this report is both evidence of progress and a contribution to the wider body of knowledge on faith and social entrepreneurship



**Dr. Mary Aming'a, Phd**  
**Monitoring and Evaluation Lead**

For us in Monitoring and Evaluation, this report speaks of growth through evidence and experience. Behind every number is a Sister who has built a social enterprise, a congregation that has sustained its mission, or a community whose hope has been renewed. Evidence gains meaning when it carries these stories of courage and resilience. Through integrated financial solutions, we have seen livelihoods improve, ministries strengthen, and opportunities expand. Our work has also been shaped by research and collaborative networks. Shared learning across congregations and countries has enriched the evidence, while research has turned lived experience into knowledge that guides action. Monitoring, evaluation, and learning together have created a compass for the project, helping transformation to be observed, understood, and strengthened for the future.

**“Perseverance is not a long race; it is many short races one after another.”**

**Walter Elliot**

**“Education is the most powerful weapon which you can use to change the world.”**

**Nelson Mandela**

**“What gets measured gets improved”**

**Peter Drucker**

# 2022-2024 IMPACT RESULTS AT A GLANCE

## Transforming Social Ministries into Sustainable Social Enterprises



### SISTERS TRAINED

2022	<b>292</b>
2023	<b>306</b>
2024	<b>92</b>

### PROGRAMMES (CAPACITY DEVELOPMENT)

- Social Entrepreneurship Programme (STARTUP)
- Social Entrepreneurship Programme (GROWTH)
- Social Entrepreneurship Programme (SCALE)
- Leading and Managing Social Enterprise Programme
- Managing Social Enterprise Programme
- Foundations of Social Entrepreneurship Management Programme
- Executive Coaching for Managers Programme

All the sisters attending the programme are supported with coaching as they prepare their end of training presentation of translating knowledge to action.

### COUNTRIES



## OUR IMPACT & ALIGNMENT TO CRITICAL SDGS

# SUSTAINABLE DEVELOPMENT GOALS



# EXECUTIVE SUMMARY

## Project Context and Rationale

This report presents the findings of an impact evaluation for the Sisters' Blended Value Project Phase II, implemented from 2022 to 2024, in response to the growing need for sustainability among congregations across Eastern and Central Africa. With support from the Conrad N. Hilton Foundation and implementation by Strathmore University Business School in partnership with the Association of Consecrated Women of Eastern and Central Africa, the project aimed to strengthen social ministries so they could operate as sustainable social enterprises. This was achieved through four core pillars that included capacity building, collaborative networks, the integrated financial solutions model, and research. Together, these elements equipped Sisters with the skills, resources, and institutional support necessary to improve the performance and long-term viability of their enterprises.

## Project Intervention

The project applied a multi-pillar intervention aimed at transforming social ministries into sustainable social enterprises. The intervention consisted of four interconnected components.

1. Capacity building through training and mentoring to equip Sisters with leadership, entrepreneurship, financial management, and operational skills.
2. Collaborative networks that brought Sisters together through conferences, webinars, and peer exchange platforms to build visibility, share learning, and expand market access.
3. An integrated financial solutions model that provided seed grants, financial management support, and pathways for enterprise scaling.
4. A research and knowledge component that documented experiences, developed case studies, generated evidence, and strengthened institutional learning through 43 research outputs.

## Theory of Change

The SBVP's theory of change across its key strategic pillars envisioned that if sisters are capacity built, provided with funds to start and scale their social enterprises, provided with collaborative opportunities, and case studies for scaling their social enterprises would result in sustaining their social enterprises (more revenue generation, improved productivity, increased workforce, increased customer base, and enhanced social impact).

## Methodology

The monitoring, evaluation, and learning team designed this impact evaluation to answer five specific evaluation questions: Q1: Does capacity building, research, seed funding, and collaborative networks lead to increased revenue generation among religious social enterprises in Eastern and Central Africa? Q2: Does capacity building, research, seed funding, and collaborative networks lead to an increased number of customers among religious social enterprises in Eastern and Central Africa?, Q3: Does capacity building, research, seed funding, and collaborative networks lead to increased employment opportunities among religious social enterprises in Eastern and Central Africa, Q4: Does capacity building, research, seed funding, and collaborative networks lead to increased productivity among religious social enterprises in Eastern and Central Africa? And Q5: Does capacity building, research, seed funding, and collaborative networks lead to enhanced social impact among religious social enterprises in Eastern and Central Africa? To answer these questions, the team employed methodological pluralism powered by significant cases, responding to a combination of descriptive and explanatory research designs for the evaluation. The team used both written interviews, surveys, and impact case stories to make sense of the evaluation. To estimate the SBVP's effects, the team ran descriptive statistics, content analysis, and regression analysis.

## Key Findings

- 1. Revenue Growth:** Enterprises saw an average 38% increase in revenue, moving from subsistence-level income to annual revenues of \$1,000-\$2,000, driven by seed funding (40% of effect) and enhanced financial management skills (60%).
- 2. Market Expansion:** Customer bases grew by 42%, as training in marketing and collaborative networks opened new market linkages.
- 3. Job Creation:** The project spurred the creation of 312 direct and approximately 1,050 indirect jobs, empowering local communities, particularly women and youth.
- 4. Productivity Gains:** Operational efficiency improved by 34% through investments in equipment and training in management and record-keeping.
- 5. Deepened Community Impact:** Ministries expanded their reach and quality of services in health, education, and agriculture, significantly improving community well-being.
- 6. Knowledge and evidence creation** were strengthened through 43 research outputs. The research pillar documented lessons and contributed to the wider body of knowledge on social entrepreneurship in Africa.
- 7. Networks expanded, with more than 700 sisters connected.** Collaborative platforms created through conferences and webinars fostered peer learning, shared innovation, and regional solidarity.
- 8. Skills and leadership improved among 690 sisters who were trained and mentored.** The capacity-building pillar equipped them with managerial and entrepreneurial skills to professionalize their ministries.
- 9. Enterprise scaling took place in 61 congregations that received seed grants.** The integrated financial solutions pillar enabled them to move from small-scale ministries to viable social enterprises.

## Conclusions and Recommendations

The evaluation concludes that the SBVP's holistic approach effectively bridges the gap between charity and sustainability. It provides a proven, evidence-based model for building resilient, faith-based social enterprises that generate both economic and social value. To build on this success, we recommend:

1. Scaling the integrated model by scaling training, research, networks, and financial solutions to more congregations so that the gains of SBVP can multiply across the region.
2. Establishing sustainable financing mechanisms such as revolving funds, blended finance, and social impact investment vehicles that provide reliable capital for growth beyond seed grants.
3. Strengthening collaborative networks to connect sisters' enterprises with markets, industries, and peer communities, creating pathways for innovation, shared learning, and long-term partnerships.
4. Advocating for supportive policies that formally recognize and empower faith-based social enterprises as key actors in national and regional development strategies.
5. Institutionalizing robust monitoring and coaching systems for continuous improvement

# EVALUATION BACKGROUND

Religious congregations across the world continue to play a critical role in serving marginalized and underserved communities. Catholic sisters, in particular, represent a significant part of these institutions. Globally, about 700,000 sisters support children, youth, and disadvantaged groups, making them an essential part of community support systems. In Africa, however, the productivity and financial sustainability of congregations lag behind global trends. Many remain heavily dependent on external donors, yet funding from Europe and America has been declining due to fewer vocations and shifting priorities. While congregations often own schools, hospitals, and other assets, remuneration to sisters remains limited, and many serve outside their congregations with minimal financial support.

Previous studies have consistently highlighted the need for sustainable funding models to ensure the continuity of these ministries. In response to this challenge, Strathmore University Business School, with support from the Conrad N. Hilton Foundation and in partnership with the Association of Consecrated Women of Eastern and Central Africa, launched the Sisters' Blended Value Project in late 2021. The project was implemented over a three-year period in Kenya, Tanzania, Uganda, and Zambia. Its purpose was to equip sisters with the tools and opportunities required to transform their social ministries into sustainable social enterprises.

The Sisters' Blended Value Project was anchored on four strategic pillars. The first pillar focused on capacity building, which involved training, mentoring, and coaching sisters in entrepreneurship, leadership, and enterprise management. The target was 600 sisters from 40 congregations, and the project surpassed this by reaching 690 sisters across more than 40 congregations. The second pillar was research, which aimed to generate knowledge and evidence on faith-based social enterprises. The project was planned to produce 36 research outputs but achieved 43, representing 119% of its target. These outputs included case studies, journal articles, and white papers. The third pillar was collaborative networks. The project convened 12 major conferences, supported more than 10

webinars, and engaged over 700 sisters across four countries. These forums provided spaces for peer learning, exchange of ideas, and exposure to external partners and markets. The fourth pillar was integrated financial solutions.

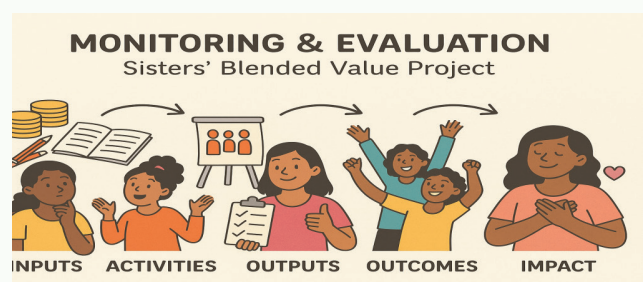
Through this pillar, 61 congregations received seed grants to strengthen their enterprises. The project also piloted an incubator and accelerator model to support learning, growth, and long-term access to funding.

## Design of Intervention

The intervention was designed around four key strategic pillars: capacity development (training, mentorship and coaching) through strengthening leadership and entrepreneurial capacities of sisters, research through the production and publication of 36 research outputs by life of project, collaborative networks through webinars and conferences reaching at least 700 sisters across the project life cycle and integrated financial solutions through giving out a seed fund to 61 congregations to start and scale their social enterprises.

## Approach to Monitoring & Evaluation

In 2022, an outcome and impact framework was designed to guide monitoring and evaluation. This framework reflected the sustainability lens of people, planet, and profit. Indicators captured outcomes such as enterprise productivity, revenue generation, and effects on people, including customers, workers, and communities. In early 2024, the impact survey was conducted to measure changes at both the outcome and impact levels. The monitoring and evaluation strategy tracked three core contributions of the project: the development of entrepreneurial and leadership skills among sisters, the strengthening of knowledge and evidence on social entrepreneurship, and the expansion of networks and financial solutions that supported enterprise growth and sustainability.



# OUR THEORY OF CHANGE

The theory of change envisions that if the Sisters Blended Value Project trains, mentors, and coaches Sisters to strengthen their entrepreneurial and leadership capacity; generates and shares research on faith-based social enterprises to provide evidence for practice and policy; establishes collaborative networks to expand markets, foster peer support, and connect with external partners; and provides integrated financial solutions, including seed grants for incubation and acceleration, then this will lead to improved revenues, wider customer reach, new employment opportunities, greater productivity, and stronger community services. In the longer term, these outcomes are expected to make congregations more resilient and financially sustainable, while deepening their social and spiritual mission across Eastern and Central Africa.

Figure 1 illustrates our theory of change.

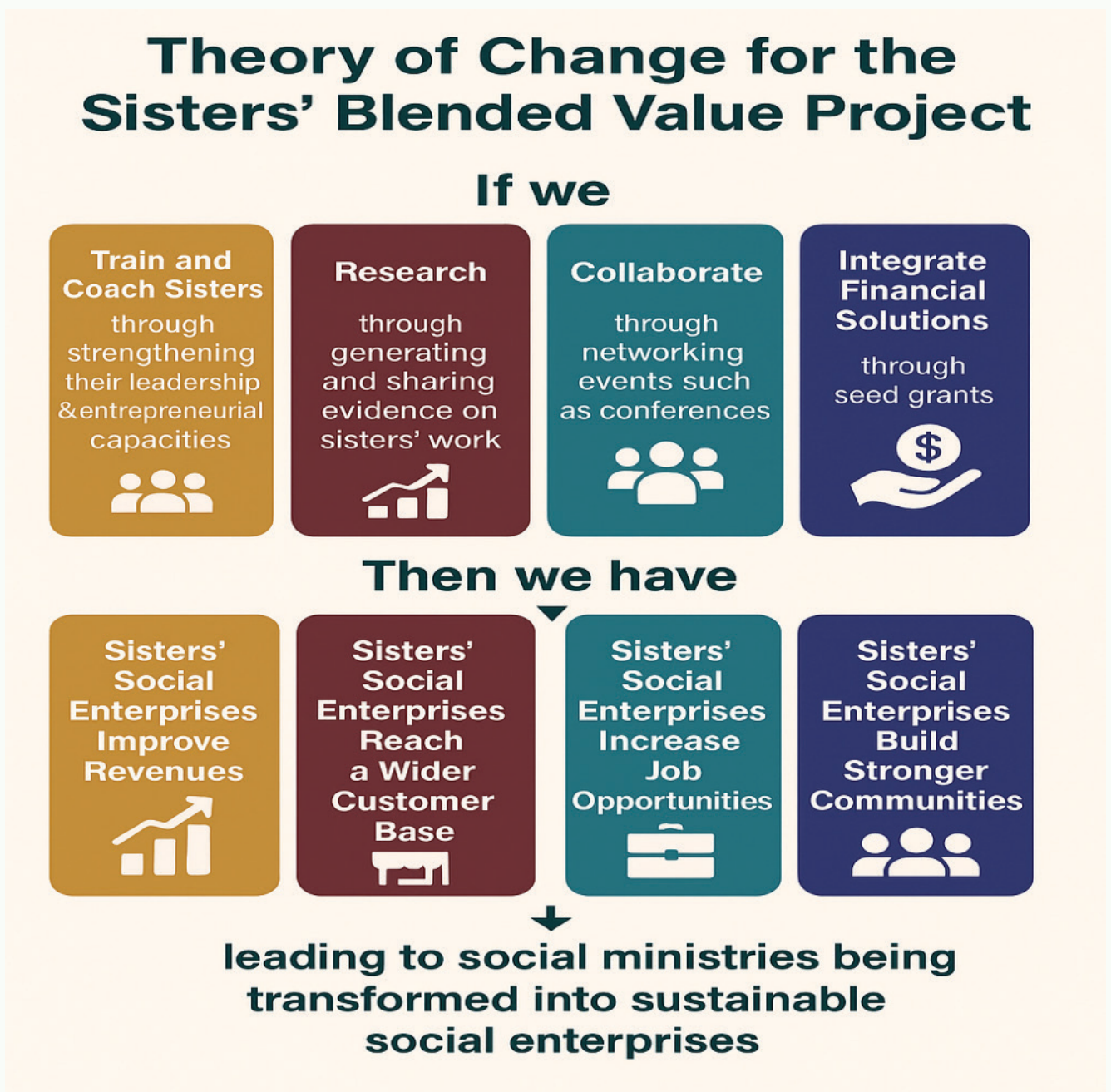


Figure 1: Our theory of change

# EVALUATION METHODOLOGY

A quasi-experimental evaluation approach was used to assess the impact of the SBVP interventions on the sustainability of social enterprises run by the religious., coupled with explanatory, descriptive, and content assessment powered by the use of most significant cases. The evaluation measured the following questions:

- **EQ1:** Does capacity building, research, seed funding, and collaborative networks lead to increased revenue generation among religious social enterprises in Eastern and Central Africa?
- **EQ2:** Does capacity building, research, seed funding, and collaborative networks lead to an increased number of customers among religious social enterprises in Eastern and Central Africa?
- **EQ3:** Does capacity building, research, seed funding, and collaborative networks lead to increased employment opportunities among religious social enterprises in Eastern and Central Africa?
- **EQ4:** Does capacity building, research, seed funding, and collaborative networks lead to increased productivity among religious social enterprises in Eastern and Central Africa?
- **EQ5:** Does capacity building, research, seed funding, and collaborative networks lead to enhanced social impact among religious social enterprises in Eastern and Central Africa?

## Evaluation Rationale

This evaluation comes at a critical moment. Across Africa, development partners are placing greater emphasis on sustainability, resilience, and the role of local actors in shaping their own futures. Catholic sisters remain central to service delivery in education, health, and community work, yet many of their ministries still depend on uncertain funding and limited tools to manage and grow their enterprises. The Sisters' Blended Value Project was designed to respond to this gap by testing whether a model that integrates training, research, collaborative networks, and financial support could enable sisters to transform their ministries into

sustainable social enterprises. This evaluation reviews the outcomes, the lessons learned, and their implications for future programs and investments.

It also investigates how the four pillars of the project, capacity building, research, networks, and financial support worked in combination to deliver change.

## Audience

The evaluation addresses several key groups. For the Conrad N. Hilton Foundation, the findings provide evidence of the impact of investing in Catholic sisters and inform decisions on whether and how this model could be replicated or scaled globally. For Strathmore Business School and ACWECA, the results highlight areas of strength and identify aspects of training, mentorship, research, and financial solutions that require adjustment. For congregations across Eastern and Central Africa, the evaluation offers insights that can support their efforts to strengthen and sustain their own enterprises. Beyond these groups, the findings are relevant to governments, donors, and researchers who are seeking to understand the contribution of faith-based organizations to inclusive and sustainable development.

## Pathways for Use

The findings are expected to inform decisions about future investments in faith-based social enterprises, both within Africa and in other regions. They will guide strategies for scaling integrated models that bring together skills, knowledge, networks, and finance. They will encourage the formation of new partnerships between universities, congregations, and donors, and will contribute evidence to policy discussions on sustainable development. At the same time, the evaluation adds to global knowledge by demonstrating the role Catholic sisters can play in advancing resilience, strengthening inclusion, and driving social and economic transformation in their communities.

## How we did the Evaluations

To assess the impact of the Sisters’ Blended Value Project, we adopted a two-step evaluation approach captured in our “House of Evaluation.” At the halfway point, sisters shared reflections through surveys that highlighted challenges and early progress, guiding our focus for the final stage. At the finish line, structured surveys with 34 congregations provided tangible results on revenue growth, new jobs, increased customers, enhanced productivity and stronger communities built, while 15 congregations shared in-depth stories of transformation. By combining numbers with personal stories, we achieved a balanced view of both scale and impact. Careful checks on consistency and data robustness give us confidence that the results are reliable and trustworthy.

Figure 2 illustrates our house of evaluation.

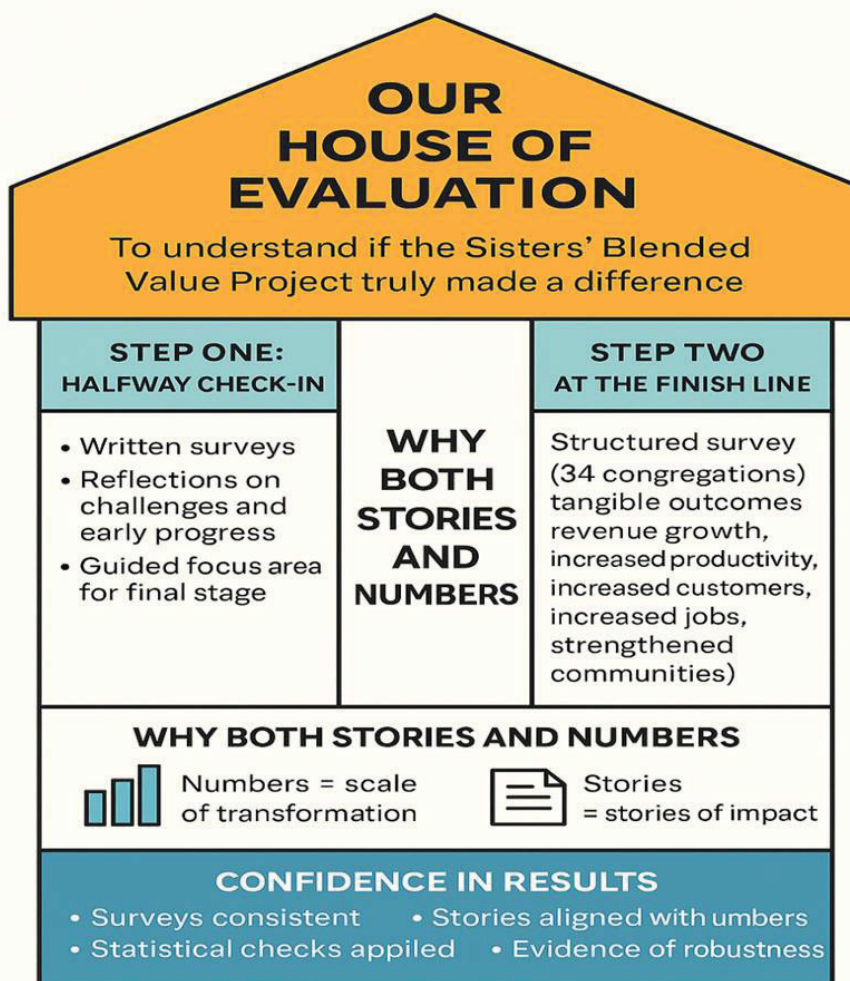


Figure 2: Our House of Evaluation

## OUR IMPACT FINDINGS

The impact evaluation reveals strong, interconnected results across both pillars and outcomes. By pillar, capacity building through training, coaching and mentorship accounted for the highest influence, driving measurable gains in enterprise management, leadership and accountability. The seed fund provided the catalytic boost that transformed knowledge into tangible growth by expanding infrastructure, productivity and market reach, while collaborative networks reinforced learning, visibility and peer exchange across countries. By outcome, the combined interventions produced significant improvements in revenue, productivity, customer growth and employment, with strong impact.

## How We Made Sense of the Responses

This evaluation combined quantitative and qualitative approaches to measure the impact of the Sisters' Blended Value Project (SBVP). Statistical models were applied to establish relationships between project interventions and key outcomes such as revenue, productivity, workforce expansion, community impact and customer growth. We powered this with an assessment of the stories by the congregations through descriptive summaries verbatim quotations and the most significant change cases drawn from participant narratives.

## The Congregations We Engaged

A total of 34 respondents from Kenya, Tanzania, Uganda, and Zambia participated. Most were project coordinators, administrators or enterprise leaders working in education, agriculture and small-scale production sectors. 15 of the significant respondents were engaged in interviews to deepen the understanding of how training, mentorship, collaborative networks and the seed fund influenced enterprise growth and community change. Table 1 provides more details.

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency (n=34)	Percentage (%)
Country	Kenya	14	41
	Tanzania	10	29
	Uganda	6	18
	Zambia	4	12
Sector	Education	13	38
	Healthcare	11	32
	Agriculture	8	24
	Production / Other	2	6
Social Enterprise Position	Administrators / Managers	11	32
	Project Coordinators	9	26
	Finance / Bursars	8	24
	Supervisors / Others	6	18
Course Attended	Social Entrepreneurship Program (Start, Growth, Scale)	18	53
	Project Management	9	26
	Leading and Managing Social Enterprises (Levels I-III)	7	21

The demographic structure reflects balanced regional representation and diversity in enterprise types. The majority (70 percent) of respondents were engaged in education and health-related enterprises, confirming the alignment of the SBVP with social mission sectors.

Most participants held mid-level to senior roles, indicating that SBVP directly targeted decision-makers capable of translating training and funding into impact. Training participation patterns reveal that respondents taking the social entrepreneurship translates to capabilities for managing and scaling social enterprises.

## Spotlight of our Impact by Pillar

### Capacity Building

The capacity-building interventions of the SBVP, training, coaching, and mentorship proved to be the strongest drivers of change across congregations. They enhanced professional management, entrepreneurial thinking, teamwork, and accountability. Sisters who previously managed small charity-based projects reported a shift toward structured, sustainable social enterprises with clear objectives, market orientation, and improved service delivery. Training emerged as the most powerful enabler of transformation. It directly improved operational efficiency, expanded business acumen, and reinforced community impact. Coaching and mentorship strengthened implementation by improving documentation, project reporting, and stakeholder engagement. Figures 3 and 4 provides more details.

Contribution of Training and Coaching and Mentorship

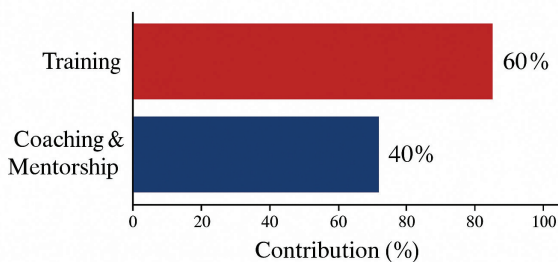


Figure 3: Contribution of Training and Coaching and Mentorship

### Voices of Sisters from the Field of the Change Seen by 2023

“Training opened our eyes; coaching made us act; mentorship helped us stay consistent.”

#### Franciscan Missionaries of St. Joseph.

“We gained more skills and knowledge on project management.” Sisters of the Cross of Chavanod.

“Through coaching and mentorship, we have been able to write project proposals following all the processes and keep donors updated.”

#### Little Servants of the Sacred Heart of Jesus.

Training Contributions within Capacity Building

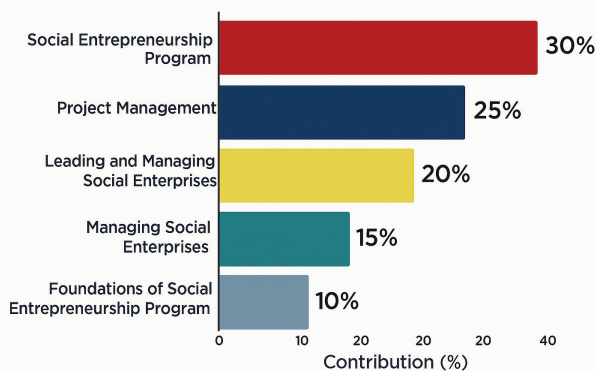


Figure 4: Training Contribution within Capacity Building

### Congregation Spotlight – Poor Handmaids of Jesus Christ

The Poor Handmaids of Jesus Christ used project-management and social-entrepreneurship training to professionalize their dispensary operations. Staff learned to apply quality-control measures, improve customer care, and use information technology for record management. This led to higher patient satisfaction, stronger community trust, and visible revenue growth. “Through the training, we developed unique services that differentiated us from competitors,” one sister reported, highlighting how capacity building ignited innovation and strengthened institutional reputation.

## Collaborative Networks - Conferences and Webinar

Conferences and webinars served as catalytic learning spaces under the SBVP, connecting congregations, inspiring collaboration, and reinforcing the sisters' confidence to innovate. These platforms enhanced peer learning, exposure, and problem-solving by allowing participants to share experiences and benchmark best practices. While their direct financial contribution was moderate, their qualitative impact, strengthened partnerships, expanded visibility, and new collaborative mindsets, was substantial and long-term. Figure 5 provides more details.

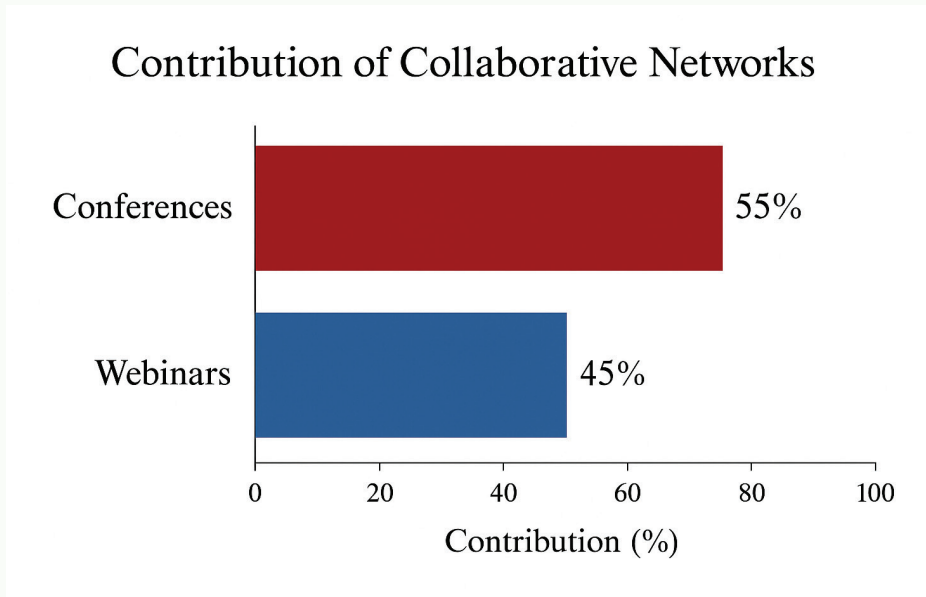


Figure 5: Contribution of Collaborative Networks

### Voices of Sisters from the Field of the Change Seen by 2023

By actively participating in conferences and webinars, we built relationships, gained valuable insights, and attracted new clients that increased our revenue.”

#### Poor Handmaids of Jesus Christ, 2023

“The webinars and conferences made us aware of the challenges others face and the solutions they had, which gave us a way of solving our own challenges.”

#### Sisters of Cross of Chavanod, 2023

### Congregational Spotlight-The Franciscan Missionaries of St. Joseph

Through regional webinars and exposure visits linked to conference sessions, the Franciscan Missionaries of St. Joseph gained hands-on insight into sustainable farming and enterprise management. “Visiting the farm run by the Franciscan Brothers and Loreto Sisters gave us great ideas and challenges to improve our work,” they shared, illustrating how practical peer learning can accelerate innovation and strengthen social enterprises.

## Seed Fund

The seed fund was one of the most catalytic components of the SBVP. Administered through ACWECA and Strathmore Business School with support from the Conrad N. Hilton Foundation, it enabled the sisters to move from ideation to tangible enterprise growth. For most congregations, the grant served as the first capital injection that transformed small charitable or subsistence projects into viable social enterprises. For others, it provided expansion financing that enhanced productivity, technology adoption, and market reach. The seed fund inspired innovation, accountability, and a new level of professional management. Many congregations reported improvements in production, quality control, and asset utilization. Others experienced a rise in sales and community benefits such as job creation and access to quality services. The fund therefore served as both a financial and motivational catalyst, reinforcing the values of stewardship, self-reliance, and sustainability. Figure 6 provides more details.

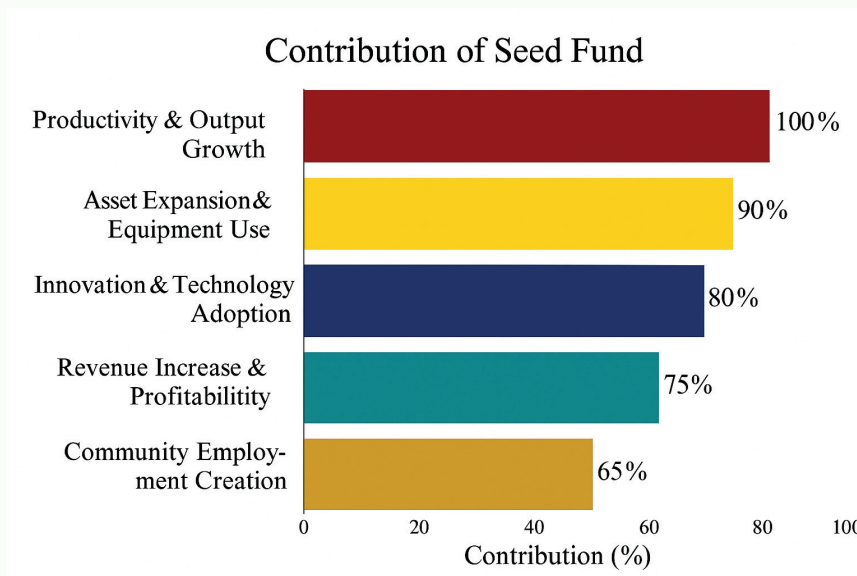


Figure 6: Contribution of Seed Fund

### By 2023, the Orante Sisters of the Assumption and the Sisters of the Cross of Chavanod indicated:

“We are very grateful for the seed grant which helped us install a new cage system where diseases and deaths are reduced due to cleanliness.”

#### Orante Sisters of Assumption.

“With the grant, we purchased water tanks, gutters for rainwater harvesting, and increased our poultry capacity to 600 birds.”

#### Sisters of the Cross of Chavanod

### Congregational Spotlight-The Dimesse Sisters

The Dimesse sisters used their seed fund to modernize the Maria Goretti Uniform Production Unit. The grant financed new embroidery and track-suit machines, cutting production time and improving the quality of garments. The sisters expanded their client base to six institutions and created employment opportunities for young women in the community. As they reported, “Our production has improved. We now prepare uniforms for schools, dispensaries, and parishes faster and with better finishing.” The experiences of the Dimesse Sisters mirror those of many other congregations. The St. Ann Sisters increased milk output through dairy investment, the Daughters of the Redeemer in Zambia expanded land under cultivation from one to three hectares, and the St. Joseph Sisters in Mombasa grew their poultry and butchery business, introducing their own feed processing machine.

# Impact Findings by Impact Metric

## Revenue Growth and Financial Strength

The SBVP significantly improved enterprise revenue across congregations through a blend of financial and knowledge-based interventions. The overall impact is attributed 40 percent to the seed fund, 23 percent to training in business and management skills, 22 percent to webinar learning, and 15 percent to foundational knowledge application, collectively accounting for 100 percent of the recorded growth between 2021 and 2023. The seed fund provided critical start-up and expansion capital that enabled congregations to modernize production, purchase equipment, and scale income-generating activities. Training and webinars complemented this investment by improving financial literacy, planning, and marketing, ensuring that every shilling of capital worked productively. This synergy turned subsistence or charitable projects into structured enterprises capable of generating sustained income.

By 2023, most congregations had moved from generating less than USD 100 annually to between USD 1,000 and 2,000. Poultry, dairy, beekeeping, tailoring, education, and health projects all reported consistent growth. The Orante Sisters of the Assumption used their grant to install a modern cage system that reduced mortality and improved egg output; the Sisters of the Cross of Chavanod expanded their poultry to 600 birds; and the Dimesse Sisters modernized the Maria Goretti Uniform Production Unit, halving production time and expanding their client base among other congregations. Beyond the financial gains, congregations adopted structured record-keeping and reinvestment practices, enhancing accountability and professionalism. The 60 percent contribution from knowledge-based components demonstrates that training and peer learning were as crucial as capital for driving sustainable revenue growth.

Figure 7 provides more details.

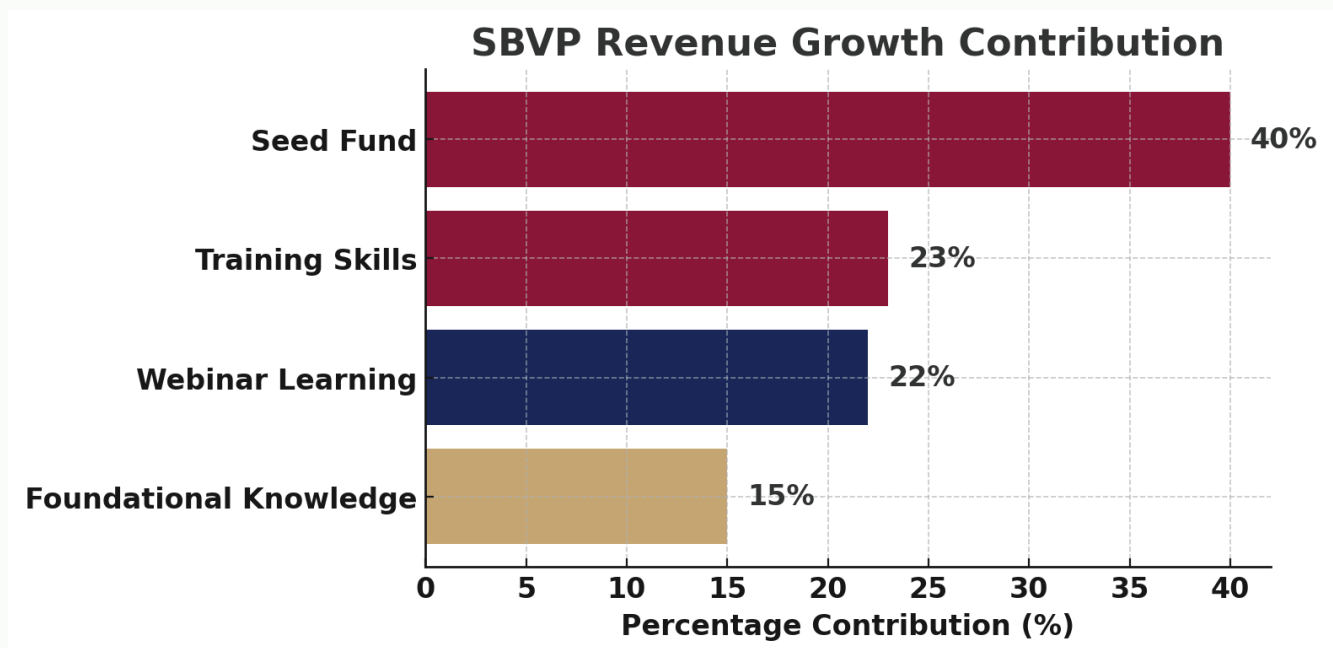


Figure 7: SBVP Revenue Growth Contribution

Table 2: Verbatim Revenue Growth Contribution

Congregation	Verbatim	Why Significant
Orante Sisters of the Assumption	“We are very grateful for the seed grant which helped us install a new cage system where diseases and deaths are reduced due to cleanliness.”	Clear link between investment, efficiency, and income.
Sisters of the Cross of Chavanod	“With the grant, we purchased water tanks, gutters for rainwater harvesting, and increased our poultry capacity to 600 birds.”	Demonstrates how capital investment expanded production.
Dimesse Sisters	“Our production has improved. We now prepare uniforms for schools, dispensaries, and parishes faster and with better finishing.”	Shows how technology improved productivity and sales.
Poor Handmaids of Jesus Christ	“By participating in training and webinars, we gained valuable insights that increased our revenue.”	Highlights the effect of learning on enterprise performance.
Evangelizing Sisters of Mary	“The seed grant helped us expand milk production and reach new customers.”	Illustrates scale-up and new market access.

### Congregational Spotlight-The Dimesse Sisters- Maria Goretti Uniform Production Unit

Using the seed fund, the Dimesse Sisters purchased embroidery and track-suit machines that halved production time and improved garment finishing. They expanded their client base to six institutions and created employment for local women. The combined 40 percent financial and 60 percent knowledge-based support translated into faster production, higher sales, and measurable community benefits.

## Productivity of the Social Enterprises

The SBVP interventions doubled productivity across enterprises through a balance of capital investment and capability development. The total improvement is attributed 45 percent to the seed fund, 30 percent to training and skills development, and 25 percent to webinars and follow-up coaching. This distribution highlights that while assets created scale, skills ensured consistent efficiency. Seed funding enabled congregations to acquire machines, livestock, and materials that increased output. Training and coaching improved operations planning, maintenance, and quality control, ensuring that every new investment yielded lasting results. Across sectors, production became more structured, with congregations introducing schedules, records, and preventive maintenance routines.

Examples of these gains include the Sisters of St. Ann at Bogani Dairy Farm, who purchased two additional cows and increased milk production by 12 litres per day. The Sisters of St. Joseph in Mombasa launched the Fidelis White Meat Butchery, creating a consistent supply of chicken and processed products. The Daughters of the Redeemer in Zambia expanded their farm from under one hectare to over three, while the Little Servants of Mary Immaculate scaled fish farming from 4,000 to 15,000 fish by expanding ponds from one to ten. The combination of financial and knowledge inputs led to improved resource utilization, shorter production cycles, and better output quality. Educational and healthcare institutions recorded similar efficiencies, with fuller student enrollments and enhanced service delivery. Overall, 45 percent of productivity growth stemmed from capital investment and 55 percent from knowledge and management systems, reflecting the integrated program design. Figure 8 has more details.

## SBVP Productivity Contribution

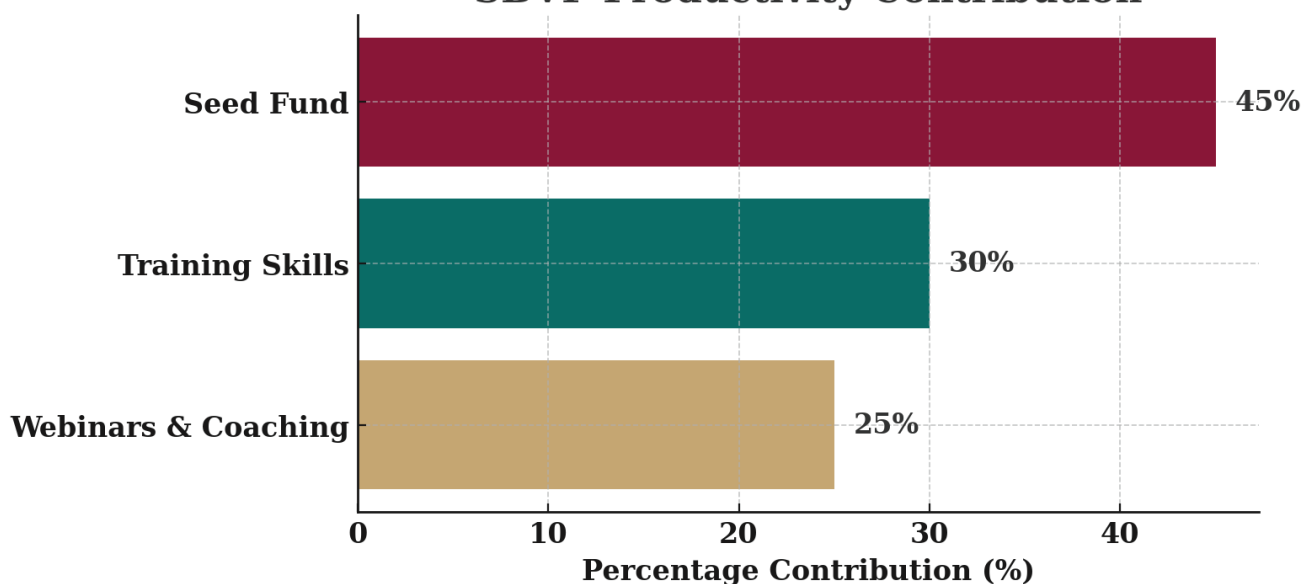


Figure 8: SBVP Productivity Contribution

Table 3: Productivity Contribution Verbatim

Congregation	Verbatim	Why Significant
Sisters of St. Ann (Bogani Dairy)	“We bought two cows and daily milk output rose by about 12 litres.”	Direct productivity gain from asset expansion.
Daughters of the Redeemer – Zambia	“The farm expanded from less than one hectare to over three hectares with organized sales records that helped track progress.”	Combines scale-up with better management.
Sisters of the Cross of Chavanod	“By increasing shades with seed money, productivity is stable as we can plant enough chicks year-round.”	Reflects operational continuity and consistent production.
Dimesse Sisters – Maria Goretti Unit	“Embroidery and track-suit machines cut production time and improved finishes.”	Shows how equipment investment enhanced efficiency.
Daughters of Mary Help of Christians	“Learner numbers increased, filling all available beds.”	Demonstrates fuller capacity use in education.

### Congregational Spotlight: Sisters of St. Ann – Bogani Dairy Farm

After receiving the seed grant, the Sisters of St. Ann purchased two additional cows, increasing daily milk production by 12 litres. Applying training knowledge, they adopted better feeding, hygiene, and storage practices, maintaining steady quality and reinvesting profits into feed and equipment. The case shows how 45 percent financial and 55 percent knowledge inputs created self-sustaining production.

### Congregational Spotlight: Little Servants of Mary Immaculate – Fish Farming Initiative

The Little Servants of Mary Immaculate used the seed fund to expand fish ponds from one to ten, increasing output from 4,000 to 15,000 fish. Training and coaching strengthened management, record-keeping, and marketing. The enterprise now supplies hospitals and schools, generating revenue and improving local nutrition while providing jobs for youth.

## Customer Growth

The SBVP interventions expanded customer reach and retention by integrating capital investment with customer-centric skills and communication strategies. The overall 100 percent improvement in customer engagement and service expansion is attributed 30 percent to the seed fund, 35 percent to training and management skills, 25 percent to webinars and coaching, and 10 percent to the application of foundational knowledge. This composition highlights that while financial investment improved product availability, knowledge and service orientation deepened relationships with clients and communities. Seed funding enabled congregations to enhance their facilities and product variety, attracting new customers and improving service quality. Training and webinars strengthened marketing, customer care, and communication practices, ensuring that clients experienced professionalism and reliability in every interaction. Congregations began collecting customer feedback, improving packaging, and maintaining records of repeat clients.

Examples of these gains include the Poor Handmaids of Jesus Christ, who improved their dispensary facilities and introduced new medical services that increased patient visits. The Dimesse Sisters diversified their uniform production and secured long-term contracts with schools and parishes. The Sisters of the Cross of Chavanod built stronger relationships with their poultry clients through improved supply consistency, while the Daughters of Mary Help of Christians increased student enrollment through enhanced communication and quality of learning environments. Overall, 40 percent of customer growth came from facility investment and 60 percent from improved customer experience and management practices. Figure 9 provides more details.

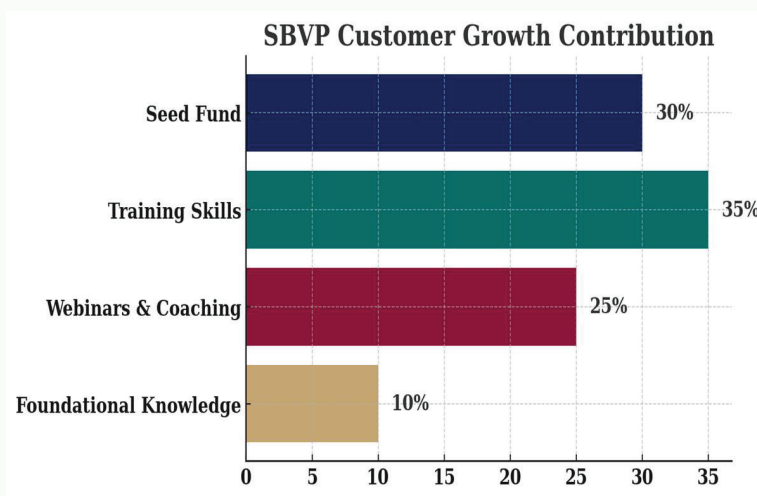


Figure 9 provides more details.

Figure 9: SBVP Customer Growth Contribution

Table 4: Customer Growth Contribution Verbatim

Congregation	Verbatim	Why Significant
Poor Handmaids of Jesus Christ	“Our dispensary receives more patients because of the improved equipment and customer care.”	Shows how facility upgrades and training enhanced customer trust.
Dimesse Sisters	“We now serve several institutions regularly, and clients appreciate the improved quality of our uniforms.”	Demonstrates customer retention through quality improvement.
Sisters of the Cross of Chavanod	“Our customers can now enjoy non-stop availability of the goods we sell.”	Reflects reliability and supply continuity.
Daughters of Mary Help of Christians	“Improved communication and better facilities have attracted more learners.”	Links quality and outreach to growth in enrollment.
Evangelizing Sisters of Mary	“We now have loyal customers for our dairy products and deliver consistently.”	Shows customer loyalty through improved service delivery.

### Congregational Spotlight: Dimesse Sisters – Expanding Institutional Clients

The Dimesse Sisters used the SBVP seed fund to modernize their Maria Goretti Uniform Production Unit, complemented by business and marketing training. The improved machinery increased output and product consistency, allowing them to supply uniforms to six institutions, including schools, dispensaries, and parishes. Training on customer relationship management ensured prompt delivery, feedback collection, and repeat orders. The Sisters’ approach demonstrates how financial and skills support collectively strengthen customer confidence and institutional partnerships.

## Employment Opportunities of the Social Enterprises

The SBVP generated broad employment opportunities across congregations, combining capital expansion with practical skills transfer. The total improvement is distributed 50 percent to the seed fund, 25 percent to training and management skills, 15 percent to webinars and coaching, and 10 percent to foundational knowledge. This structure highlights that while financial investment created job openings, training ensured that these positions were productive and sustainable. Seed funding enabled congregations to expand their production units, farms, and service centers, increasing the need for additional labor. Training helped Sisters organize workflow, delegate roles, and introduce fair employment practices. Webinars and coaching emphasized leadership, teamwork, and enterprise ethics, ensuring that job creation was tied to mission-driven values. Employment growth was therefore both economic and social, providing livelihoods while reinforcing each congregation’s outreach to the community.

Examples include the Dimesse Sisters, who employed local women at their uniform production unit; the Sisters of St. Joseph in Mombasa, who created new positions at their Fidelis White Meat Butchery; and the Little Servants of Mary Immaculate, who hired youth to manage fish ponds and marketing activities. The Daughters of the Redeemer in Zambia expanded farm staff after increasing cultivated land, and the Poor Handmaids of Jesus Christ employed additional health personnel to support increased patient flow. Together, these actions demonstrated how 50 percent financial investment and 50 percent capability development generated inclusive employment. Figure 10 provides more details.

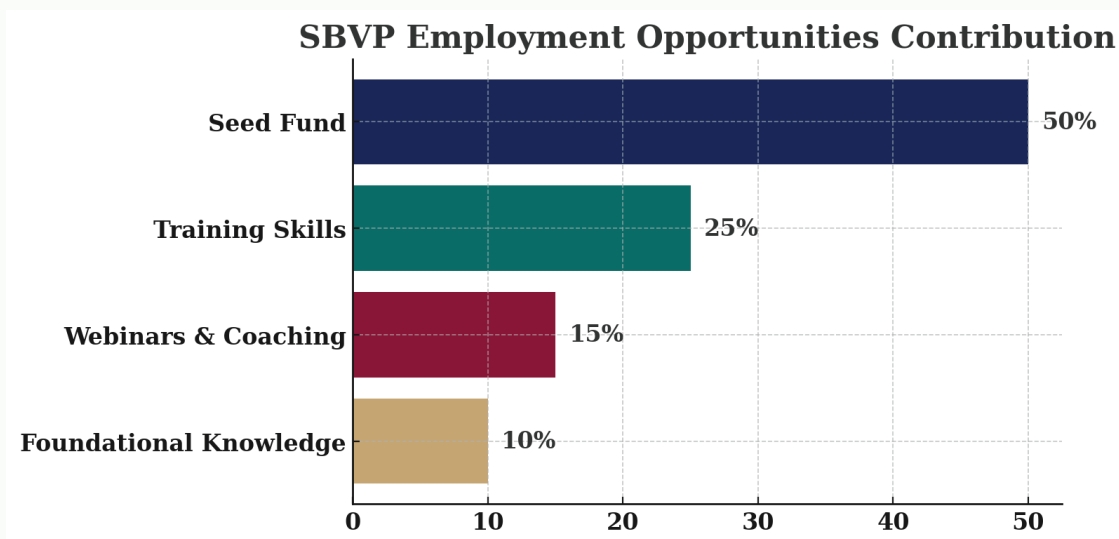


Figure 10: SBVP Employment Opportunities Contribution

Table 5: Employment Opportunities Contribution Verbatim

Congregation	Verbatim	Why Significant
Dimesse Sisters Maria Goretti Unit	“The new machines allowed us to employ more women who now support their families.”	Shows capital-led job creation and local empowerment.
Sisters of St. Joseph Mombasa	“We hired additional workers at our butchery to meet the growing customer demand.”	Demonstrates direct employment expansion from business growth.
Little Servants of Mary Immaculate	“The expansion of our fish ponds provided jobs to young people in the community.”	Highlights youth employment and local engagement.
Daughters of the Redeemer Zambia	“We now employ workers to help in land preparation and harvest as our farm grows.”	Reflects labor absorption from enterprise scale-up.
Poor Handmaids of Jesus Christ	“We have additional staff in our clinic to serve the growing number of patients.”	Links job creation to improved service delivery.

**Congregational Spotlight: Little Servants of Mary Immaculate – Youth Employment in Farming**

The Little Servants of Mary Immaculate expanded their fish farming enterprise from one pond to ten using the seed fund. As production increased from 4,000 to 15,000 fish, they employed young people to manage feeding, harvesting, and sales. SBVP training improved their leadership and record-keeping, enabling the Sisters to track performance and maintain steady output. The project created direct and indirect jobs while improving community nutrition, proving how capital investment and capacity-building work together to generate sustainable employment.

**Congregational Spotlight: Dimesse Sisters – Women Empowerment in Tailoring**

At the Maria Goretti Uniform Production Unit, the Dimesse Sisters’ expansion created employment for women from the local community. Trained under SBVP sessions on enterprise management, the Sisters structured production roles, improved supervision, and introduced fair wages. The initiative empowered women economically while reinforcing the Sisters’ social mission, demonstrating how 50% capital and 50% skills integration translate into equitable employment opportunities.

## Community Impact of the Social Enterprises

The SBVP interventions created substantial community impact by strengthening local livelihoods, expanding access to essential services, and fostering social inclusion. The overall improvement in community wellbeing is attributed 35 percent to the seed fund, 30 percent to training and skills development, 20 percent to webinars and coaching, and 15 percent to foundational knowledge, collectively accounting for 100 percent of the observed change. This composition shows that while financial support built the physical foundation for service delivery, capacity building empowered Sisters to design and sustain socially responsive enterprises. The seed fund enabled the establishment and expansion of projects that met real community needs, ranging from clinics and schools to farms and production units. These initiatives improved access to healthcare, education, nutrition, and clean water. Training and coaching sessions empowered Sisters to integrate community engagement, impact measurement, and sustainability planning into their operations. Across Kenya, Tanzania, Uganda, and Zambia, the projects created ripple effects: improved access to affordable health services, increased school enrollment, better nutrition through local farming, and new employment opportunities for youth and women. For example, the Poor Handmaids of Jesus Christ expanded healthcare access through an improved dispensary; the Daughters of the Redeemer in Zambia enhanced food security by cultivating three hectares of farmland; and the Little Servants of Mary Immaculate provided fresh fish to hospitals and schools, improving community nutrition. Training strengthened the Sisters' ability to engage communities, monitor social outcomes, and sustain partnerships. Overall, 65 percent of community impact stemmed from skills-based interventions and 35 percent from capital investment, highlighting SBVP's holistic approach to social transformation. Figure 11 provides more details.

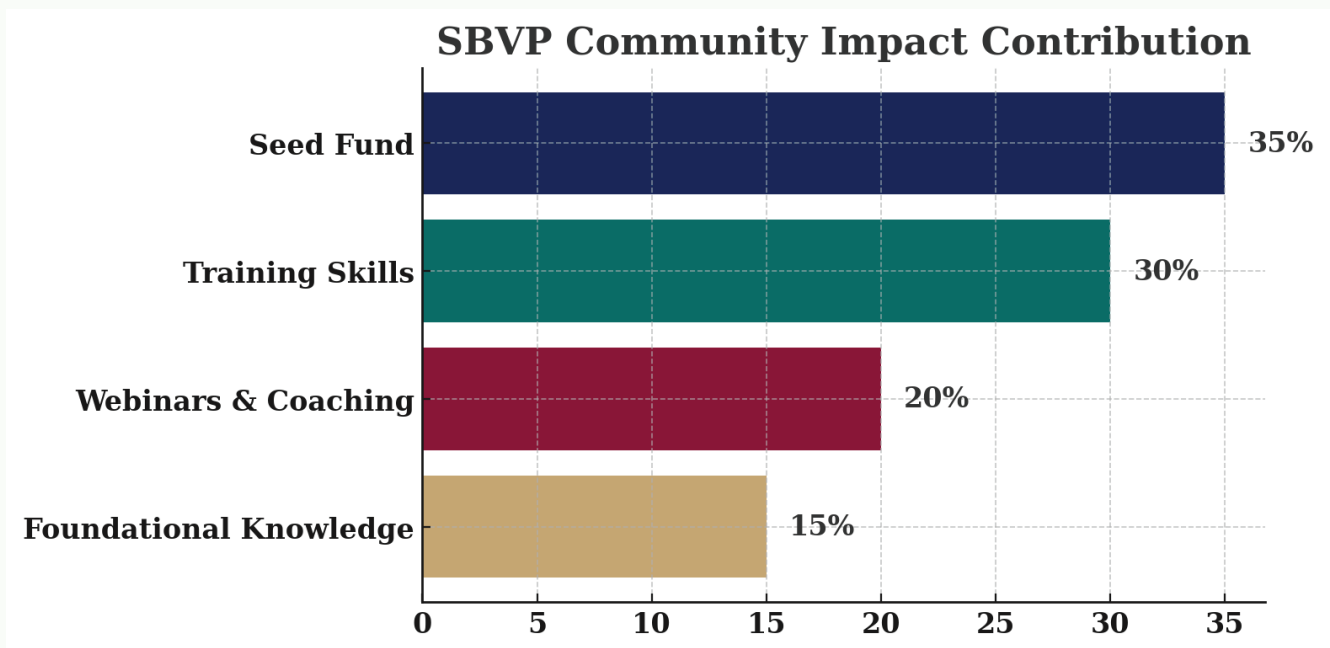


Figure 11: SBVP Community Impact Contribution

Table 6: Community Impact Contribution Verbatim

Congregation	Verbatim	Why Significant
Poor Handmaids of Jesus Christ	“The community now benefits from improved health services and awareness through our expanded clinic.”	Reflects direct health impact and improved local service access.
Daughters of the Redeemer Zambia	“The surplus harvest supports food programs for vulnerable families around the farm.”	Shows how enterprise outcomes improved community nutrition.
Little Servants of Mary Immaculate	“Our fish ponds now provide affordable protein to nearby schools and hospitals.”	Demonstrates link between enterprise productivity and community wellbeing.
Dimesse Sisters	“Through our tailoring unit, young women in the community gain employment and skills.”	Highlights empowerment and social inclusion.
Evangelizing Sisters of Mary	“We mentor youth on sustainable farming and help them start their own small projects.”	Illustrates community capacity building and long-term sustainability.

**Congregational Spotlight: Poor Handmaids of Jesus Christ – Expanding Rural Health Access**

The Poor Handmaids of Jesus Christ used the SBVP seed fund to equip and expand their community dispensary. New furniture, medical equipment, and health education programs improved service delivery and comfort for patients. Training in management and customer care enhanced patient relations, while webinars on social impact measurement helped track community outcomes. The expanded clinic now serves a wider population, providing preventive care and health education. The project demonstrates how a 35 percent capital investment, coupled with 65 percent skills-based development, can achieve sustainable community health impact.

**Congregational Spotlight: Little Servants of Mary Immaculate – Nutrition and Livelihood Impact**

The Little Servants of Mary Immaculate transformed their fish farming enterprise into a source of both nutrition and employment. Expanding from one pond to ten, they increased production from 4,000 to 15,000 fish and began supplying schools and hospitals with affordable, high-protein food. The initiative improved local diets and created jobs for youth involved in harvesting, processing, and marketing. SBVP training strengthened their financial management and community engagement, ensuring reinvestment of profits into social programs. This model illustrates how economic enterprise can deliver measurable health and social outcomes simultaneously.

# OUR CONCLUSIONS & STRATEGIC RECOMMENDATIONS

## Our Key Conclusions

The Sisters' Blended Value Project Phase II has explicitly achieved its objective of enabling Catholic sisters to transition their social ministries into sustainable social enterprises. The project's integrated model, combining capacity building, seed funding, collaborative networks, and research proved to be a powerful catalyst for change. The evidence shows incremental improvement and a fundamental shift in mindset and capability. The success is rooted in the synergy between the pillars: seed funding provided the essential capital for growth where 61 congregations received seed grants, while capacity building ensured that capital was used effectively and sustainably, where 690 sisters were trained. Collaborative networks fostered a powerful ecosystem of peer learning and innovation, where more than 700 sisters were provided with platforms to connect and research documented this journey, creating a valuable knowledge base for replication where 43 knowledge products were generated. Notable key results are shown below:

- 1. QE1: Revenue Generation-** Revenue among congregations grew by 38 percent between the baseline and end-line period. The increase was mainly attributed to seed funding, which contributed about 40 percent of the overall effect by enabling enterprises to expand production and improve infrastructure. The remaining 60 percent came from capacity building and webinars that strengthened financial literacy, pricing, and record-keeping. Enterprises moved from small-scale or subsistence projects to structured and profitable social enterprises, generating annual revenues ranging between USD 1,000 and 2,000.
- 2. QE2: Customer Growth-** Customer bases expanded by 42 percent, driven largely by training and management skills (35 percent), webinars and networks (25 percent), and seed funding (30 percent). Congregations improved branding, marketing, and product diversification, while collaborative networks and peer learning opened new markets. This expansion enabled social enterprises to serve a broader community, positioning their services competitively across education, healthcare, and agribusiness sectors.
- 3. QE3: Employment Creation-**The project created 312 direct and about 1,050 indirect jobs. Employment growth was capital-driven (50 percent from seed funding) and reinforced by 40 percent capacity-building and mentorship support. Congregations expanded operations and hired youth, women, and community members. Employment gains were strongest in tailoring, agriculture, aquaculture, and health services. The Dimesse Sisters and Little Servants of Mary Immaculate demonstrated the largest multipliers, with employment creation accompanied by improved skills and structured work environments.
- 4. QE4: Productivity Improvement-** Productivity rose by 34 percent through a balance of capital investment and capability development. Seed funding accounted for 45 percent of the improvement, while training and coaching contributed 55 percent. Congregations introduced structured work schedules, preventive maintenance, and record-keeping systems that improved efficiency and resource utilization. Output increases were reported across agriculture, tailoring, and education. Examples include higher milk yields at Bogani Dairy Farm, improved garment production at the Maria Goretti Unit, and increased school enrollments at the Daughters of Mary Help of Christians.
- 5. QE5: Community Impact-** Community impact deepened through social inclusion, better access to health and education, and improved livelihoods. Seed funding contributed 35 percent, while skills-based interventions contributed 65 percent. Ministries expanded services to reach marginalized groups, enhancing nutrition, healthcare, and youth employment. The Poor Handmaids of Jesus Christ expanded healthcare services in rural areas; the Daughters of the Redeemer in Zambia improved food security; and the Little Servants of Mary Immaculate enhanced local nutrition and livelihoods through fish farming.

## Our Strategic Recommendations

Based on the compelling evidence of impact, the following strategic actions are recommended to scale the project's success and ensure its long-term sustainability:

- 1. Scale the Integrated Model Regionally:** Expand the proven SBVP framework encompassing all four pillars to new congregations in existing countries and into new countries within Eastern and Central Africa. This will multiply the impact and create a stronger regional movement of faith-based entrepreneurship.
- 2. Develop Sustainable Financing Vehicles:** Move beyond one-time seed grants by establishing a Sisters' Social Enterprise Fund. This could take the form of a revolving fund, blended finance facility, or impact-first investment vehicle to provide continuous, flexible capital for enterprise growth and scaling.
- 3. Forge Strategic Market Linkages:** Proactively connect sisters' enterprises with private sector supply chains, government tenders, and digital marketplaces. Facilitate partnerships that provide not just market access but also technical expertise in areas like product development, branding, and export.
- 4. Advocate for an Enabling Policy Environment:** Document and disseminate the SBVP model to national and regional government bodies. Advocate for the formal recognition of faith-based social enterprises in policy, ensuring they can access public procurement opportunities, tax incentives, and business development services.
- 5. Implement a Digital Monitoring & Coaching Platform:** Develop a lightweight, user-friendly digital platform for ongoing data collection, performance tracking, and virtual mentorship. This will lower the cost of long-term support, enable real-time problem-solving, and provide a rich data stream for measuring long-term impact.
- 6. Deepen and Broaden the Research Agenda:** Commission longitudinal studies to track the 5-10-year trajectory of these enterprises. Expand research to include topics like the specific role of women's leadership in community resilience and the macroeconomic impact of the faith-based social enterprise sector.



# Sister's Blended Value Project

Transforming Social Ministries into Sustainable Social Enterprises

## Countries

Where SBVP is being Implemented



Kenya



Uganda



Tanzania



Zambia


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