THE ORGANIZATIONAL DEVELOPMENT OF INTERNATIONAL AID SERVICES KENYA PROJECT

PROJECT NO. DMCDD 18-B-08

END-EVALUATION OF THE ORGANIZATIONAL DEVELOPMENT OF INTERNATIONAL AID SERVICES KENYA PROJECT

REPORT

ACKNOWLEDGEMENTS

The consultants for this evaluation wish to acknowledge the trust granted to us by IAS Kenya to undertake this assignment, and in the process be of service to the organization. We hope that our efforts in this work have justified the trust you placed in us, and hope to be of service to you again in future.

Signed on this 15th day of December 2020, in Nairobi, Kenya, by:

Sam Ogolla
Education & Development Consultant

P. O. Box 48622, GPO- 00100, Nairobi
+254717511248
Sam.ogolla@gmail.com

TABLE OF CONTENTS

LIST OF TABLES

ACRONYMS AND ABBREVIATIONS

DMCDD	Danish Mission Council Development Department
GB	Governance Board
GNDR	Global Network of Civil Society Organisations for Disaster Reduction
HRBA	Human Rights Based Approach
IAS DK	International Aid Services- Denmark
IAS K	International Aid Services- Kenya
IEC	Information Education and Communication
KII	Key Informant Interviews
M&E	Monitoring & Evaluation
MEAL	Monitoring, Evaluation, Accountability & Learning
MEL	Monitoring, Evaluation & Learning
NGOS	Non-Governmental Organizations
OCA	Organizational Capacity Assessment
OD	Organizational Development
PCM	Project Cycle Management
SMT	Senior Management Team
UN	United Nations

EXECUTIVE SUMMARY

Introduction

After an implementation period of 24 months, the International Aid Services – Kenya (IAS K) commissioned an end-evaluation of the DMCDD-funded Organizational Development of IAS K Project with a view to determining the performance of the project against the set objectives and expected results. The project goal and objectives included to enhance the capacity of IAS K to be able to implement its new mandate as a locally registered NGO effectively, improve the operations and publicity of the organization, and enhance the sustainability of the organization. The evaluation was conducted in the month of November 2020

Objectives

The overall goal of the evaluation was to contribute towards the accountability of the implementation of the OD Project by establishing and documenting information on the performance of the project and its achievements against set objectives and targets. The specific objectives of the evaluation were to gauge the overall performance of the project by assessing the project achievements against the set objectives; to evaluate the progress made against the planned outputs and deliverables; to document any challenges and lessons learnt, to inform future programming activities; and based on the findings, make appropriate recommendations

Methodology

The methods employed by the evaluation included desk review of available literature, for secondary data; key informant interviews; focus group discussions; the use of interview checklists and questionnaires, to collect both qualitative and quantitative data; and the use of standard data analysis methods and tools, including MS Excel.

Findings

- Up to 85% of the planned outputs were attained

- A high achievement was registered on the objectives

- Against the evaluation criteria, the project scored 5 out of 5 on relevance; 3 out of 5 on efficiency; 14 out of 20 on effectiveness; 5 out of 5 on impact; and 4 out of 5 on sustainability

Challenges

- Limited time; key staff turnover; reporting challenges; and Covid 19;

Lessons learnt

- The use of virtual platforms in mitigation of Covid-19 restrictions

- The need to adopt proper transition mechanisms

- The need for regular organizational review

Recommendations

The recommendations of the evaluation were that:

i.   Institute continuous capacity development for the board members

ii. Seek for Phase 2 of the project to build on the achievements of Phase 1

iii. Identify specific donors to support a social enterprise for IAS K

iv. Going forward, IAS K should target the triple nexus model (Humanitarian, Development and peace) to foster merging global trends

END-EVALUATION OF THE ORGANIZATIONAL DEVELOPMENT OF INTERNATIONAL AID SERVICES KENYA PROJECT

1. INTRODUCTION

1.1   Background and Context

International Aids Services Denmark (IAS DK) and International Aids Services Kenya (IAS K) have been working together in relief and development projects in Kenya since 2002, and have maintained a partnership in which the two promote joint relief and development interventions in Kenya.

In 2017, the International Aids Services (IAS) Kenya went through a re-registration process that made it a local non-governmental organisation in Kenya, in line with a new Kenya government regulation that tasked all international NGOs to be registered locally. This change made it necessary for IAS K to establish and train its new board and staff, and develop new policies, strategies, procedures, partnerships, project documents for contextualization purposes. As a result, IAS K carried out an organisational capacity assessment (OCA) that identified capacity gaps within the organization.

As a follow up to the OCA, IAS K in partnership with IAS DK, obtained funding from the Danish Mission Council Development Department (DMCDD) for the implementation of the Organizational Development of IAS K Project (OD Project). The project set out to enhance the capacity of IAS K to be able to implement its new mandate as a locally registered NGO effectively. The trainings and the strategies developed were to improve the operations and publicity of the organization. They were also to increase the knowledge of the board, staff and that of its partner organisations, hence increase its ability to achieve its mission. Emphasis was placed on resource mobilisation, fundraising, and sustainability strategy, to assist in the expansion of partnership and funding base of IAS K. This would in turn make it possible for IAS K to up-scale its programmes and services. The knowledge acquired would also enable the board and the staff to serve the organisation and the beneficiaries more efficiently, and enhance the sustainability of the organization.

The OD Project has come to an end after 24 months of implementation. In line with good project management practices, IAS DK and IAS K commissioned an end-of-project evaluation of the project, to assess its performance, and generate accountability information of the project.

This is the report of the project end-evaluation, which was conducted in the month of November 2020. The report lays out the overall goal of the exercise, the specific objectives, and the scope of study. It presents the selected methodologies that were employed during the evaluation, before it makes a presentation and discussion of findings. A summative conclusion appears at the end.

1.2   Aim and Objectives

The overall goal of the evaluation was to contribute towards the accountability of the implementation of the OD Project by establishing and documenting information on the project performance and achievements against set objectives and expected results.

To realize this overall goal, the evaluation set out to achieve a number of specific objectives:

- To evaluate the progress made against the planned outputs and deliverables

- To assess the project achievements against the set objectives and expected results

- To gauge the performance of the project against the standard evaluation criteria

- To document any challenges and lessons learnt, to inform future programming activities

- Based on the findings, make appropriate recommendations

1.3   Scope of Work

The physical scope of the evaluation was Nairobi, where IAS K is domiciled. The scope however extend to Tharaka Nithi and Tana River counties, where IAS K maintain active and fully staffed field offices.

The primary scope of content covered the assessment of activities and expected results as outlined in the project document, results framework, and in line with the objectives as outlined in the terms of reference of this assignment. During this part of the exercise, specific questions were designed to ascertain the project attainment against the targets set in the results framework. The evaluation then made an assessment of the achievement against the project objectives. These were then reported on, as appears in Section 3 of this report.

The secondary scope of content targeted the program performance against the standard evaluation criteria relevance, efficiency, effectiveness, impact, and sustainability. It also documented challenges and lessons learnt.

2. METHODOLOGY

The study employed methodologies that ensured that the resultant findings are a reflection of the true picture on the ground, and that all stakeholders owned the results. A few of the methods that were of particular importance to the study are worth mentioning.

2.1 Desk Review

A comprehensive desk review of the relevant project documents was undertaken to gain background information of the project and therefore evaluation. The exercise gave an insight of the purpose for the project and what it set out to achieve; and therefore the issues to pay attention to and be addressed by the study. Reviewed here include the terms of reference for the assignment; the project application document; the project work plan; the project results framework; and the project periodic reports. The evaluation also looked at all the organizational tools, strategies and instruments developed by the project.

2.2 Population and Sampling

This was an organizational development project so the study population was automatically prescribed, and constituted of the IAS K family, who were also the primary beneficiaries. This include the governance board (GB), the senior management team (SMT), and members of staff. It was expanded further to include DMCDD/ IAS DK, who funded the project, and whose expectations from the project had to be factored in. A breakdown of this information is presented below.

Category	Stakeholder Group	Sample size	Respondents
Project donor	DMCDD / IAS Denmark	1	1
Primary targets	Chair of IAS K Governance Board	1	1
	Members of IASK Governance Board	8	1
	Chair of IAS K / SMT	1	1
	Members of IAS K/ SMT	5	2
Secondary targets	IAS K Staff	19	6

Table 1 – Study population and sampling

It was from this sample that the study obtained information on the project performance, and achievements presented in the findings.

2.3 Key Informant Interviews (KII)

The KII method was used by the study to obtain information from strategically placed respondents. Their unique position in the project granted them access to specific information about critical points of the project design, implementation, and performance that would be crucial to the evaluation. Identified as ideal for this method included:

- A representative from IAS DK
- Chairman of the IAS K/ GB
- Chairperson of IAS K/ SMT
- IAS K Programme Manager

2.4 Qualitative and Quantitative Methods

The study developed tools for collecting both qualitative and quantitative information from the remaining respondents and respondent groups. Both questionnaires and interview checklists were developed and used for this purpose, and proved very useful for the evaluation.

2.5 Data and Information Analysis

The primary data will be triangulated among various sources and methodologies, and will be crosschecked with secondary data. The study will involve scientifically accepted data analysis techniques including comparative analysis, causal effect analysis and stakeholder analysis, among others.

2.6 The Rating Scale

For the purposes of grading and to give a mean grade for the project performance, the evaluation used the rating scale below.

IMPLEMENTATION: The activity was implemented in:	SCORE	IMPACT: Likely achievement
a completely appropriate, efficient and timely manner	5	completely achieved
a largely appropriate, efficient and timely manner	4	largely achieved
a moderately appropriate, efficient and timely manner	3	partially achieved
an appropriate, efficient and timely manner to a very limited extent	2	achieved to a very limited extent
neither an appropriate, nor an effective or timely manner	1	not achieved to any discernible extent
Unverifiable	X	Unverifiable

Table 2 – The Rating Scale

The criteria in the scale was used to assess the performance of the program against the standard evaluation criteria, it will then possible to calculate and present a quantitative picture of the overall performance of the project.

3. PRESENTATION AND DISCUSSION OF FINDINGS

The section that follows is a presentation and discussion of the findings of the evaluation. For the ease of reference, these are presented in order of the evaluation objectives. As a way of introduction, the section presents general information first, before it looks at targeted information obtained on the key evaluation issues.

3.1 General Information

In the course of this exercise, the evaluation obtained a lot of general information that it deemed worth capturing. These appear below.

3.1.1 Respondent information

The study made efforts to reach all members of staff, from different sections of the organization, to provide information on the key evaluation issues identified by this exercise. Responses were received from thirteen (13) of them, presented below by their respective sections.

Organizational Section	Respondents	Gender		Total
		Female	Male	
Donor	CD - IAS DK	0	1	1
Governance Board	Chair	0	1	1
	Members	0	0	0
SMT	Chair	0	0	0
	Members	0	2	2
Programs Office	PM	0	1	1
Various	IAS K Staff	1	7	8
TOTAL		1	12	13

Table 3 – Respondent distribution by section

Notable here is the fact that the respondents represented all sections of the organization. This was crucial to this evaluation, given that the project targeted the development of the entire organization. This qualifies the position of the evaluation that information in this report is to a large extent representative of the whole organization.

Equally notable in the above distribution was the gender disparity in IAS K as an organization. "Women's full and equal participation in all facets of society is a fundamental human right. Yet, around the world, from politics to entertainment to the workplace, women and girls are largely underrepresented" (UN Women, 2020). The gender disparity at IAS K gives credence to this position, with females constituting only 14.3% (or 2) of the 14 respondents, against 85.7% (or 12) of males. As it were, the UN is lamenting that "the gender gap in labour force participation among prime working age adults (25 to 54) has stagnated over the past 20 years. Improved education among women has done little to shift deeply entrenched occupational segregation in developed and developing countries (ibid). Going forward, a young organization like IAS K should address structurally and affirmatively to improve the gender representation at the organization. The social and other benefits of doing this require no emphasis.

3.1.2 General sentiments about the OD Project

The general sentiment obtained from respondents about the OD Project was that it was as timely as it was important for the organization. Coming after the conversion of the organization into an independent NGO, it helped IAS K to start re-constructing their structures and systems in readiness for their new roles and responsibilities. They particularly identified the capacity building activities that the project supported as being of greatest importance, alongside the organizational tools and instruments developed, as these would guide the organization well into the future. They also identified the areas of exceptional performance to include the appropriateness of project objectives and activities; the overall implementation of the project; and the partnership management. Equally standing out was the commitment to build the organization, and the ownership of the intervention by the leaders, especially the SMT. In the words of one respondent, *"The wide approach of building the organisation makes a good and strong foundation for the future, and the organizational strengthening and building was exemplary".*

On the other hand, the implementation team were the first to identify concerns with the project when they mentioned that resources were not adequate for the many project activities. They also reported that the consultant engaged (CORAT) did not complete some of the tasks it had been assigned, and this may have affected the overall implementation. On their part, other respondents identified the areas of concern for the organization, starting from its stability in terms of assets, budget, and staff. In these early days since IAS K became independent, and with the future still unknown, this concern was understandable. Of equal concern to many of the respondents was the potential pace of development and growth of IAS K, aware that a slow pace may create general anxiety resulting in a high staff turnover. There was equal concern about the number and diversity of IAS K's development partners. This concern was understandable since IAS K has been dependent on IAS International for the entire time of its existence. However, these concerns will fade away as the organization becomes stronger, with more structures, systems, and new partners.

3.2 Performance against Project Outputs

In assessing the performance of the project against the planned outputs and deliverables, the evaluation relied upon the expectations of the project's Results Framework document (Annex 3). The document was used to develop a Results Framework Attainment Matrix (Annex 4), which listed down the planned project activities, and the attainment against each. These were weighted against the Rating Scale to provide a quantifiable assessment of the performance.

From Annex 4, all the four outputs under objectives one were attained, earning it a score of 5 on the rating scale. This included the capacity building for board members trained on governance; the induction of new board members; and the development of a board manual and tools produced. It also included various capacity building for staff members including on Human Rights Based Approach to development (HRBA), lobbying and advocacy, project cycle management, report writing, fundraising and resource mobilisation.

There were nine (9) outputs under Objective 2 targeting the development and review of organizational instruments and tools. This included the development of policies, strategies and frameworks, among other things. Annex 4 shows that out of the nine planned items, 66.7% (or 6 items) were attained, with only three (3) yet to be attained but being worked on. Among the tools and instruments developed included a strategic plan, the review of IAS Handbook, a fundraising and resource mobilisation strategy, a sustainability strategy, a business and investment plan, a monitoring (MEAL) framework, and a lobbying and advocacy action plan, among others. This made it possible for the evaluation to award a score of 4 on the attainment of the outputs under Objective 2.

The outputs under Objective 3 targeted the conducting of visibility forums focusing on the organization's work. Annex 4 shows that of the three planned outputs, only one was not attained earning it a score of 4 on the Rating Scale. Among the attainment included IAS K staff representatives attending national or international forums for visibility, even though this was affected to a large extent by the Covid-19 outbreak, and the global restrictions on gathering and movements. Further, information education and communication (IEC) materials were developed including brochures, staff cards, T-shirts, and banners developed and disseminated.

It was on the basis of the above that the evaluation was able to conclude that up to 85% of the planned outputs of the OD Project were attained, giving it an overall score of 13 out of a possible 15 on the Rating Scale. This was a high attainment by any standards, for which the implementation earned commendation.

3.3 Performance against Project Objectives

Based on the project's performance against the planned outputs discussed above, it was possible for the evaluation to assess the performance of the project against the objectives and expected results. These are discussed below.

3.3.1 Achievements against the overall objective

Overall objective for the intervention was to support IAS K in the enhancement of its management and governance capacity during its current restructuring period. The outcome of this objective was enhanced professional capacity of IAS K staff and its board members. This outcome was clearly achieved from the activities that were supported by the OD Project, even if in non-quantifiable terms.

To begin with, the project conducted an assessment of the status of IAS K governance status, structures and systems, and this was used to inform all subsequent interventions. The Board was taken through capacity building in organisational operations, and this has since enhanced their ability to discharge their duties in the governance of the organization. The staff were also taken through capacity building in a number of areas, which has enhanced their capacity to undertake their duties. To augment these efforts, over fifteen governance tools and instruments were either reviewed or developed and are already in use. Even though the full impact of this overall objective will only be realized over time, it was still possible for the evaluation to conclude that up to 75% of the overall objective had been achieved well enough to earn a score of 3 on the Rating Scale. The full attainment of this objective will only be realized over time and this was the justification for that score.

3.3.2 Performance under Specific Objective 1

The outcome for Specific Objective 1 was to enhance the professional capacity of IAS K staff and its board members. This was to be achieved through capacity building in various organizational management fields, followed by the implementation of the same in their daily activities for an effective management of the organization.

From the discussion in 3.2 above based on Annex 4, all the planned outputs leading to the achievement of this outcome were attained. This included the capacity building for board members trained on governance; the induction of new board members; and the development of a board manual and tools produced. It also included various capacity building for staff members including on Human Rights Based Approach to development (HRBA), lobbying and advocacy, project cycle management (PCM), report writing, fundraising and resource mobilisation. The Board put a number of these tools and instruments to use immediately afterwards including the use of the Board Manual in their daily operations; adopting a HRBA to their work; playing their oversight role in PCM. The evaluation could not establish evidence of successful lobbying, advocacy, fundraising, and resource mobilisation by the Board, but these activities are manifested over time and will hopefully be witnessed soon. On the basis of the above, it was possible for the evaluation to award a score of 4 on the Rating Scale, for the project performance under this specific objective.

3.3.3   Performance under Specific Objective 2

The outcome for Specific Objective 2 was for IAS K to use strategic plan and its policies for decision-making. This was to be achieved through the development and review of organizational strategies and frameworks.

The discussion in 3.2 above, based on Annex 4, shows that that among the tools and instruments developed included a strategic plan, the review of IAS Handbook, a fundraising and resource mobilisation strategy, a sustainability strategy, a business and investment plan, a monitoring (MEAL) framework, and a lobbying and advocacy action plan, among others. The successful development of all the planned tools and instruments was only the first step towards realizing this objective, and this was achieved. The second step involved the use of these instruments for the effective management of the organization, and this too has commenced. It was easy for the evaluation to confidently award a score of 4 on the rating Scale, for the project performance under this objective. Going forward, it is the hope that efforts will be made to adhere to the use of these tools and instrument, for their contribution to the success of the organization to be realised.

3.3.4   Performance under Specific Objective 3

The outcome for Specific Objective 3 was for IAS K to retain and form new strategic partnerships and alliances. This was to be achieved through the conducting of visibility forums focusing on the organization's work.

From the discussions in 3.2 above, and also based on Annex 4, only the donor round table activity is yet to be conducted, hence any impact expected from that activity has not been realised. However, IAS K staff representatives have attended a number of the national and international forums including the Regional Resilience Conference; the Desert Locust Alliance; the Global Network of Civil Society Organisations for Disaster Reduction (GNDR); Kenya for Resilience; and County Directors meetings, among others. Further, IEC materials were also developed including brochures, staff cards, T-shirts, and banners developed and disseminated. Productive alliance building is a process that takes time, and its impact is noticeable much later. It is the hope of the evaluation that the above activities will lead to the increased visibility of IAS K, resulting in the successful establishment of new partners and alliances. For the purposes of grading, however, performance on this specific objective earned a score of 3 on the Rating Scale.

3.3.5   Sustaining achievements on these objectives

In an effort to determine if IAS K could sustain the attainment against the objectives into the future, the evaluation posed questions to respondents to establish this, and to determine what must be done for this to happen. A few of their responses are summarized below.

- Besides building the capacity of staff, IAS K must also manage them well to get the full benefit of their investment in capacity building
- The organization must manage turnover among the staff and the Board, for these to be sustained
- Build a sense of loyalty among the staff and they will sustain these benefits
- Work towards removing job insecurity and retain staff as much as possible for this to happen
- Source for larger or long-term funding and improve staff salaries and benefits and they will stay in the organization for long, and sustain these benefits

3.4 Performance of the project against the standard evaluation criteria

The evaluation made an effort to gauge the performance of the project implementation against the standard evaluation criteria of relevance, efficiency, effectiveness, impact, and sustainability. Findings in this regard are presented below, together with the score for each.

3.4.1 Relevance

To begin with, the strategy that the OD Project adopted was timely and very relevant to the context and needs of IAS K as an organization. This organization had previously operated as an implementation country office of IAS International, with most structures and systems mostly brought down from the international office. After the conversion to an independent, national NGO, all these had to change and IAS K had to establish structures and systems of its own, and do so with posterity in mind. The best way to do that was through an OCA, to identify existing gaps, and follow it up with expansive and intense capacity building. The OD Project enabled IAS K to achieve this, and at the right time, making it a very relevant and timely intervention.

The overall objective to support IAS K in the enhancement of its management and governance capacity during its current restructuring period was well defined and very relevant to the context and to the envisaged outcomes of enhanced professional capacity of IAS K staff and its board members. Its specific objective targeting a minimum of 38 board and staff members of IAS K to have received knowledge and skills on organisational operations and utilize the same in running the organization was correctly identified to address an organizational need during the restructuring period. This objective identified the need for IAS K to use a strategic plan and policies for decision-making, in line with international best practices. Its second objective of developing, reviewing and adhering to strategies and frameworks of its organization was also correct and relevant to the organizational context, as was the outcome to retain and form new strategic partnerships and alliances. The same was the case with its third specific objective of conducting visibility forums focusing on the organization's work. This was a way of establishing new partnerships, in line with the development and growth of the organization.

Based on the above information, it was possible to justify a score of 5 on the rating scale, for the project's relevance.

3.4.2 Efficiency

In assessing the efficiency of the project, the evaluation looked at the process that led to the achievement of the project's outputs in relation to inputs utilized. The evaluation established that the utilization of the human resource was particularly efficient and to the optimum as the team worked in unison and often times worked beyond regular hours to meet the tight schedules they faced. Financial resources were equally well utilized and accounted for. However, two main dots stood out in this impressive record. First, the evaluation established that reports were very short and mostly covered the activities undertaken, with very little about the impact of those activities. Secondly, financial reporting was also problematic, with the request for funds for 2020 being received towards the end of the year. This implied that the project spent administration funds, or funds from other sources, for most parts of the year, which did not reflect good financial management practice. It was also reported that a service provider (CORAT) did not complete some of the tasks they had been engaged to undertake, hence value for money was not obtained from this engagement. Further still, the discussion of Annex 4 revealed a number of activities that were not undertaken despite the availability of funds for undertaking them. All these affected the efficiency of the implementation process and gave the evaluation the justification to award a score of 3 on the Rating Scale, and in the process reflect the fact that the good work done had somehow been watered down by a few imperfections.

3.4.3 Effectiveness

The evaluation also looked at the effectiveness of the project, considering the extent to which the implementation process had resulted in the achievement of the project's stated overall objective, specific objectives, and the outcomes. Since this was covered comprehensively in 3.3 above, and for the purposes of consistency, the evaluation re-stated the same findings and summarized them as follows:

- The project scored 3 out of 5 on the Rating Scale, on its performance on the attainment of the overall objective

- It scored 4 out of 5 on the Rating Scale, for the project performance under Specific Objective 1

- It scored 4 out of 5 on the Rating Scale, on its performance under Specific Objective 2

- And scored 3 out of 5 on the Rating Scale on performance under Specific Objective 3

From these ratings, it was possible to conclude that the project registered an overall score of 14 out of 20 on the evaluation criterion of effectiveness.

3.4.4 Impact

In assessing the impact of this project, the evaluation looked at a number of factors, and their potential to bring lasting change to the management of IAS K.

First was the extent to which the expected outcomes had been achieved, and how this had resulted in making a difference in the management of the organization. Section 3.3 already established the extent to which the overall and specific objectives were attained, so the evaluation focused on the positive or negative changes that were realised instead.

Second was the fact that the intervention was to support IAS K in the enhancement of its management and governance capacity during its current restructuring period. The outcome of this objective was enhanced professional capacity of IAS K staff and its board members. About this, the evaluation established a direct impact of the project by building the capacity of the staff, and by developing organizational tools and instruments. These two have already enhanced professional capacity of IAS K staff and its board members in the immediate short term. However, they will continue enhancing the professional capacity of the staff for many years to come, resulting in the effective management of the organization.

Next, to be looked at was the contribution of the project to the lives of the beneficiaries, both direct and indirect. The direct beneficiaries were the IAS K staff, and the impact of the project was the ease with which they will be able to do their work because of the capacity building as well as the development of the organizational tools and instruments. The indirect beneficiaries, on the other hand, were those impacted by the activities of IAS K, primarily beneficiaries from their interventions, as well as other stakeholders and partners. The impact on this group was the change the organization managed to bring in their lives as a result of improved professional management practices. All these were established as being applicable in this case, further proving the impact of the project.

Last to be looked at was the ownership of the outcomes of the project, as this guaranteed their being put to effective use for many years, accompanied by the multiplier effect. The evaluation established that the outcomes of the capacity building activities would remain in the staff, whether they are at IAS K or in any other organization, proving ownership of the outcomes. The organizational tools and instruments developed will also remain in IAS K, being used regularly where applicable. In the words of one respondents:

"The organization has one of the best strategic plans that if well implemented, will ensure tremendous growth for the organization. In addition, we have new policies, so generally the governance and systems of the organization will increase efficiency while ensuring a surge in growth".

This was perhaps the clearest proof of ownership of the outcomes of the intervention. It was on the basis of all these findings that the evaluation awarded a score of 5 on the Rating Scale, for impact.

3.4.5 Sustainability

On sustainability, the evaluation established that all benefits and outcomes of the intervention will continue being realised long after the project closure, and at little or no significant cost to threaten their being sustained by IAS K.

Supplementary capacity building for the Board and staff may be needed in future to add onto what the project offered them; however, the skills and knowledge already acquired through this project will remain in them forever, thereby justifying the sustainability criterion. Similarly, new or additional organizational tools and instruments may be required from time to time; however, the ones already developed will require little or no additional effort to keep them as effective as when they were developed. Further still, the skills acquired on alliance and partnership building may only be improved on in future; the ones they already acquired will remain in them and be useful, hopefully resulting in increased funding for new interventions. Finally, if all these result in the proper and professional organizational management of IAS K, it is safe to assume that the organization will continue to use the methodology and instruments generating such success. To this extent, the sustainability of the benefits of this project was validated, earning the project scored 4 on the Rating Scale.

3.5   The Future of IAS K

The purpose of the OD Project was to contribute towards the successful management of IAS K, following its recent conversion into an independent NGO. The evaluation therefore made an effort to establish the perception of respondents on the future of the organization, and particularly what it needed to do to get to there.

3.5.1   A vision for IAS Kenya

The most common vision for IAS K that emerged was a strong, indigenous, self-dependent, competent organization rooted in churches and like-minded partners that will fuel IAS Kenya's vision and work. They visualized an organization with a huge annual budget for their numerous interventions, with an equally huge staff base to deliver them. One member of the SMT captured it in these words:

"IAS K will be self-sufficient by 2024. Key Priority No. 2 of the Strategic Plan sets the path for this achievement. Key priority number three has been achieved by a good measure and will ensure good governance, which will lead to sustainability".

There was also a common feeling that IAS K was prepared well to be self-sufficient and sustainable, with an elaborate effort put in place to improve the quality and sustainability of programmes and to expand to new target areas. The evaluation found this optimism very encouraging, especially coming from internal stakeholders of the organization.

3.5.2   The path towards that vision

On what the organization must do to reach that great future foreseen, the following measures were among the many that emerged:

- There will be a need for a high spiritual commitment to the vision of the organization and

to personal spiritual growth and maturity, first and foremost.

- The director must stay on board for at least 5 years to make sure all of this is established and rooted in board, churches, partners, and in staff and management.

- The board must be more critical and supportive to the director, take part in the difficult task of organization building, be visible to the staff and partners and create networks that IA SK can engage in.

- The SMT must be loyal and receive capacity building constantly in matters like conflict resolution, administration, mentoring, etc.

- As the highest organ responsible for the day-to-day running of the organization, the team has to be strategic, intentional and focused to maximize the organization's efficiency, productivity and performance by making sure that all operations are running smoothly.

- Ensure all positions stated in the Strategic Plan are filled with technically competent staff, and that the strategic plan and the new policies are implemented to the letter.

- There will be an urgent need to diversify and engage local, traditional and international funding institutions to expand the funding base

- The organization will need to develop a social enterprise fund that can generate income for the organization

- In general, it will take a lot of strength, patience, determination, and togetherness to grow IAS K into a mature organization. The good thing is that the IAS K family can do it.

3.6   Challenges and Lessons Learnt

The project encountered a number of challenges and lessons learnt, that could inform future programming activities of the same nature.

3.6.1   Challenges encountered

Among the challenges registered during the implementation of the project included:

- Limited time

- Key staff turnover, both at IAS-DK and IAS K, together with a poor transition regime that allowed for gaps and did not promote continuity.

- Reporting challenges, especially with short, shallow and activity-oriented information with little on outcomes and impact, and late financial reporting.

- The budget set aside for the project was insufficient, forcing the SMT into reviews and

adjustments for most activities to be implemented, and compelling a hired service provider not to complete the assigned tasks.

- Covid-19 affected activities in the final year, forcing adjustments like online meetings and trainings, and the postponement of some activities altogether.

3.6.2   Lessons learnt

Among the key lessons learnt from the implementation of this project included:

- The fact that there is always a way out. When Covid-19 struck, the project resorted to virtual meetings and trainings to avoid the total suspension of activities

- The need for the organization to develop and retain his workers, and to adopt proper transition mechanisms with every change of staff, to promote continuity and effectiveness

- The need for regular review to determine change of approach whenever circumstances change that may affect the implementation. Similarly, organizational structures, systems and policies require regular reviews as well.

- Organizational development can be instrumental if the capacities of staff and board is strategically transformed to capture and project the aspirations of the organization towards achieving higher goals.

4. CONCLUSION AND RECOMMENDATIONS

An end-evaluation is just one method of availing evidence-based information on the performance of a project. By its nature, the exercise offers an opportunity for a project to avail proof on the fulfillment of its obligation to deliver on the promised outputs and outcomes in a systematic way that also captures the processes leading to this. From the onset, this evaluation exercise set out to collect data and information on the performance of the OD Project, and from an external perspective that would ensure objectivity on any observations made. The evaluation stated the methods used and their effectiveness in capturing the targeted information, together with an analysis of the information obtained, and the resultant findings.

This report is a summation of an extensive exercise undertaken over a fair period, and that interacted with many stakeholders and gathered very valuable information about the implementation and its results. It was on the basis of the findings of the evaluation that this report made the following recommendations:

    i.   Institute continuous capacity development for the board members and staff, to keep enhancing the leadership to the organization

    ii.   Seek for Phase 2 of the project to build on the achievements of Phase 1. To be addressed by Phase 2 should include measures for resource mobilization; continuous capacity building of staff and staff development; a robust M&E system for the organization; further development of subsidiary policies; and the development of a sustainable plan (development and business plans) for IAS K.

    iii.   Need to identify specific donors to support the establishment and development of IAS K social enterprise to boost the organization's resources and support project implementation.

    iv.   Going forward, IAS K should target the triple nexus model (Humanitarian, Development and peace) to foster merging global trends.

LIST OF ANNEXES

Annex 1 - Terms of reference

Annex 2 – Questionnaires

Annex 3 - Result Framework

Annex 4 - Results Framework Attainment Matrix

REFERENCES

IAS K. 2020. Terms of reference for conducting an end-of-project evaluation for the Organizational Development of International Aid Services Kenya (IAS K) Project/ DMCDD 18-B-08

IAS K. 2020. Results Framework of the Organizational Development of International Aid Services Kenya (IAS K) Project/ DMCDD 18-B-08

UN Women. 2020. Visualizing the data: Women's representation in society.
https://www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation