



**FINAL REPORT ON EVALUATION OF THE ST. MARTIN APPROACH**

**APRIL, 2019**

## **ACKNOWLEDGEMENT**

The evaluator would like to thank the St. Martin Catholic Social Apostolate management board, trustees, administration, staff, its associates, approach programme heads, volunteers, beneficiaries and stakeholders who took their time to share information and their experiences with the evaluation team. For all the immense support that you accorded to the evaluating team, we are very grateful. Mentioning each and every member who contributed in one way or another to the fruition of the evaluation process is not possible and therefore, special gratitude is extended to you all.

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## **DISCLAIMER**

The views expressed in this report are those of the author and are based entirely on the data collected during the process of evaluating the St. Martin approach as well as different secondary sources. The findings and conclusions provided are based on sound thematic and statistical analysis which is objective and as factual as possible. The use of a mixed method approach allowed for triangulation and therefore, complementary data and information is provided ensuring that there are no pitfalls of deficient conclusions and recommendations.

## **AUTHOR**

This report was compiled and prepared by Esther Kalekye- the independent consultant for the evaluation of the St. Martin Approach.

## Table of Contents

ACKNOWLEDGEMENT .....	i
DISCLAIMER .....	i
LIST OF FIGURES AND TABLES.....	iv
ABBREVIATIONS AND ACRONYMS .....	v
DEFINITION OF KEY TERMS .....	vi
EXECUTIVE SUMMARY .....	vii
1.0: INTRODUCTION .....	1
1.1: General Background .....	1
1.2: Background to the St. Martin Approach.....	1
1.3: Evaluators .....	2
2.0: EVALUATION CONTEXT.....	2
2.1: Purpose of the Evaluation.....	2
2.2: Evaluation Methodology.....	3
2.3: Type of Data Collected and Tools used.....	3
2.4: Evaluation Constraints.....	6
3.0: MAIN FINDINGS FROM THE EVALUATION .....	6
3.1: The Effectiveness of the St. Martin Approach .....	7
3.1.1: Innovativeness of the St. Martin Approach .....	7
3.1.2: Relevance of the Approach’s Activities .....	8
3.1.3: Efficiency of the Approach.....	9
3.2: The Impact of the St. Martin Approach.....	11
3.2.1: Social Impact of the St. Martin Approach .....	12
3.2.2: Economic Impact of the St. Martin Approach .....	13
3.2.3: Technical Knowhow Enhancement .....	14
3.2.4: Impact Results.....	15
3.3: Replication and Adaptability of the St. Martin Approach.....	18
3.3.1: Lessons learnt .....	18
3.3.2: Can what has been learnt to be carried into future projects or approaches?.....	20

3.4: Understanding of the Approach .....	21
3.4.1: Primary Stakeholders .....	21
3.4.2: Secondary Stakeholders .....	22
3.4.3: Training on the St. Martin Approach .....	22
3.4.4: Overall Insights on the Understanding of the Approach .....	23
3.4.5: Strengths and Weaknesses of the Approach .....	24
3.4.6: Fears concerning the Approach .....	26
4.0: CONCLUSIONS AND RECOMMENDATIONS .....	27
4.1 Overall Evaluation Conclusions .....	27
4.2 Recommendations .....	30
✓ Recommendations for Effectiveness .....	30
✓ Recommendations on Impact .....	30
✓ Recommendations on Lessons Learnt .....	32
✓ Recommendations on Understanding of the Approach .....	32
ANNEX.....	35
Key Informant Discussion Guide: For Programme Heads .....	36
Key Informant Discussion Guide: For Organization’s Leadership .....	36
Key Informant Discussion Guide: For Associates .....	36
Interview Guide: For Beneficiaries.....	36
Focus Discussion Guide: For Volunteers .....	36
Focus Discussion Guide: For Management Committees .....	36
Questionnaire: For Department and field staff .....	36
Questionnaire: For Community Mobilization Department.....	36
Questionnaire: For Public Relations Department .....	36
Discussion Guide: For Secondary Stakeholders .....	36
Data Collection Work Plan .....	36

## LIST OF FIGURES AND TABLES

Figure 3.1: Innovativeness of the Approach Activities .....	7
Figure 3.2: Relevance of Approach's Activities .....	8
Table 1: Evaluation Activities Overview .....	4
Table 3.1: Distribution of respondents according to perceptions on social impact of the approach .....	12
Table 3.2: Distribution of respondents according to perceptions on economic impact of the approach .....	14
Table 4.1: Matrix on factors to be considered in the development of a St. Martin Approach Framework .....	33

## **ABBREVIATIONS AND ACRONYMS**

AIDS:	Acquired Immune Deficiency Syndrome
CMD:	Community Mobilization Department
CSA:	Catholic Social Apostolate
CPAHIV:	Community Programme for Addiction and HIV
CPANV/HR:	Community Programme for Active Non-Violence and Human Rights
CPCN:	Community Programme for Children in Need
CPHAADA:	Community Programme for HIV/AIDS, Alcohol and Drugs Abuse
CPPD:	Community Programme for People with Disability
CPPR:	Community Programme for Peace and Reconciliation
FGD:	Focus Group Discussion
HIV:	Human Immunodeficiency Virus
KII:	Key Informant Interviews
PLWD:	People Living with Disabilities
PLWHA:	People Living with HIV/AIDS
PRD:	Public Relations Department
TOR:	Terms of Reference

## DEFINITION OF KEY TERMS

Effectiveness	The extent to which the stated objectives of the approach are being achieved or can be achieved
Efficiency	The extent to which the St. Martin approach utilizes minimum inputs (resources) in order to create the greatest amounts of output (results)
Impact	Changes attributed to approach's interventions which can be intended or unintended; or positive or negative
Innovativeness	The act of introducing something new, an idea, or something different; characterized by innovation that creates value in the approach
Relevance	Appropriateness of the approach in relation to the needs of the beneficiary population
Replication and adaptability	The extent to which the approach can be used in other projects, programmes or organizations
Technical Know-how	Skills, knowledge, and expertise of an individual

## EXECUTIVE SUMMARY

**Background:** This is a report on the St. Martin Catholic Social Apostolate (CSA) approach evaluation and it presents the findings and conclusions of the evaluation. The St. Martin Approach is an approach used by St. Martin CSA is carrying out its activities in the community when it was started in 1997 but incorporated in 1999.

The objectives of the evaluation were:

- (i) Evaluate St. Martin Approach and document its working practices in relation to its:
  - a) Effectiveness in achieving set goals and sustaining the benefits of community projects with regards to innovativeness, relevance and efficiency.
  - b) The approach's impact on the lives of the people and the community at large.
  - c) Potential for replication and adaptability to similar projects in varying situations, as a participatory development approach.
  - d) The understanding of the St. Martin approach amongst primary stakeholders (beneficiaries, volunteers and staff) and secondary stakeholders (church leaders, business leaders, local administration, and other relevant community members).

**Methodology:** The evaluation placed a consideration on ensuring that the evaluation tools and methods used would be representative of the target populations. Therefore, equal coverage of the St. Martin staff, associates, approach volunteers, beneficiaries, and stakeholders were considered to ensure equal input into the evaluation. Data was collected from all eleven main geographical zones in which the St. Martin approach applies paying attention to appraise the four main programmes which are Community Programme for Children in Need (CPCN), Community Programme for People with Disability (CPPD), Community Programme for Addiction & HIV (CPAHIV) and Community Programme for Peace & Reconciliation (CPPR).

Mixed methods of data collection were also used to ensure triangulation and complementary data was achieved. Qualitative and quantitative data was collected from desk review, Key Informant Interviews, Interview Discussions, Focus Group Discussions, and a structured questionnaire. Observation was also used to collect additional information for the evaluation. The quantitative data was analyzed using statistical analysis while qualitative data was analyzed thematically.

**Evaluation Constraints:** Given the wide scope of coverage of the evaluation both in terms of geographical and time scope, the evaluator faced several constraints. The major constraint faced was that there was limited baseline data to review. The main document reviewed was the evaluation report on the participatory evaluation process used by St. Martin CSA which was done in 2005. Additionally, the approach is quite dynamic presenting a non-linear approach which presented complexities in the evaluation process. To deal with this constraint, the



evaluator ensured that the evaluation tools used in data collection addressed all possible angles of the approach and harmonized the data to enable proper analysis, both statistical and thematic.

In data collection, in some of the geographical zones, the volunteers were not available at the same time to allow for an FGD to take place. This was due to differences in gender calendar and also other responsibilities such as attending to their businesses. This challenge was dealt with by opting to conduct individual interviews at the time the volunteers availed themselves.

**Major Findings of the Evaluation:** The evaluation found out the following:

***Effectiveness:*** The St. Martin approach is innovative in the implementation of its activities and the same way of doing things has been used even when there are changes in the organization or the communities. The approach is relevant in meeting the needs of the beneficiaries as well as the organization's goals and objectives. The approach is also efficient in carrying out activities as the volunteers are well trained but there are discrepancies on the training of the staff. Contradictory sentiments on frequency and quality of training of the staff render remarks on the training of the staff on the approach as inconclusive.

***Impact:*** The number of beneficiaries reached out to annually is about 2,170 but it is difficult to establish how the beneficiary cases are approached and selected. The St. Martin approach has tangible social and economic impacts on the lives of the beneficiaries, the community and the institution. There is awareness and acceptance of the plight of the needy and vulnerable in the community through the approach.

***Replication and adaptability:*** The St. Martin approach can be replicated and adapted in similar projects in varying situations, as a participatory development approach. The values and principles of the approach are universal however; the implementation of the approach is contextual.

The thematic analysis results provided categories on five main focus points of the lessons learnt as: the community is the starting point, social cohesion is important for any community, comprehensive understanding of the St. Martin approach is vital, spirituality is important in social development, and the use of the approach does not mean that there is instant transformation of communities

***Understanding of the approach:*** The primary and secondary stakeholders have a good understanding of the St. Martin Approach. They have internalized the approach through the understanding that the transformation of the community is only through the community. It was, however, difficult to establish the category of the approach in terms of its principle methodology of work.

**Conclusions:** The overall conclusion is that the approach has been successful. More specifically:

The approach is effective in meeting the goals and objective of the organization as well as the needs of the beneficiary populations as it has been able to identify and help the needy and the vulnerable through the volunteers. The approach makes use of innovative methods in activities such as advocacy and fundraising. The methods are however to some extent deemed as the same and they do not change even with changing trends. The approach is relevant in meeting the needs of the beneficiaries and through the use of training the volunteers, staff and other stakeholders, the efficiency of the approach is achieved; although the staff members do not receive much training on the approach.

The approach has been able to ensure that there are tangible social and economic impacts. Technical know-how which includes knowledge, skills and expertise have been impacted in the lives of the beneficiaries, volunteers, staff members, community members and other stakeholders through forums such as training, meetings and self-help groups.

The approach can be replicated and adapted in other similar projects as a participatory development approach. The context in which the approach is replicated is vital as the approach's implementation is contextual. The lessons learnt are focused on the community, social cohesion, spiritual formation, comprehensive understanding of the approach and transformational development.

It was also concluded that the primary and secondary stakeholders have a good understanding of the approach. However, the approach does not have a comprehensive framework which guides its methodology of implementation. There is also no defined way of categorizing the approach in the different existing approaches to development. This evaluation, therefore, concludes that the approach is an amalgamation of participatory approaches to development with a push for a transformative agenda.

**Recommendations:** The following major recommendations are made;

- The approach should consider the use of technology to increase innovation in the implementation of activities.
- There should be continuous training provided to the volunteers, staff and all other stakeholders.
- A framework on how beneficiary cases are approached and dealt with should be developed.
- The volunteers' programme should be evaluated to uncover the real and actual issues that the volunteers face in acting as a bridge between the organization and the community.
- There should be increased collaboration between St. Martin CSA and other institutions in the public and private sector.

- An engagement and disengagement/exit plan and strategies should be formulated and documented.
- Each programme of the approach should document in detail the lessons learnt on the organizational level which should then be compiled in a single document for reference purposes.
- The organization should strongly consider streamlining the approach through the development of a comprehensive framework with a clear methodology of work of the implementation of the approach's activities.
- It is also recommended that the organization should consider whether to change the name of the approach so as to accommodate a wider variety of audiences who are not faith-based without losing the identity of the approach

## **1.0: INTRODUCTION**

### **1.1: General Background**

The St. Martin CSA started in 1997 but incorporated in 1999. Today, the organization is registered as a fully-fledged trust in Kenya. The organization is founded on a vision that is community-based and a mission that is focused on building capacity and solidarity within the communities. The St. Martin CSA overall structure is focused on the abled in the community using their talents and resources to help those who are vulnerable in the community. To ensure that the work of the volunteers is not overtaken or overshadowed by the work of the staff, the organization embraces a bottom-up management style.

The organizational structure is rather circular with different aspects of the organization being organized in circles that are concentric around the centre. This kind of structure has ensured that no one is placed above another thus promoting equality and partnership throughout the organization. At the core of the structure is formation and care from which beneficiaries and then the community lie. The leadership of the organization is through the board, directors and trustees.

There are also associates who collaborate closely with the organization and they include L'Arche Kenya, Talitha Kum, and Fondazione Fontana. There are two main categories of departments that operate in the organization. There is the support department which comprises of the community mobilization, training and facilitation, human resources, and public relations. There is also the logistics department which consists of the secretariat, properties, transport and accounts. There are also four different committees in the organization in line with the community programmes that the organization deals with and they are committees for people with disabilities, peace and reconciliation, children in need, and addiction and HIV.

### **1.2: Background to the St. Martin Approach**

The St. Martin approach has been used since the inception of St. Martin CSA and it is a participatory approach that the organization uses in order to work with the community in meeting the needs of the community. The approach uniquely utilizes major components which include: targeting the abled, believing in the potential of people and promoting solidarity, working with volunteers, building capacity, transforming all, and building alternative attitudes. Currently, at the grassroots, the organization has over 1,000 volunteers, about 50 volunteers at the management level, and 73 staff members all working together to achieve the organization's mission and vision.

As a volunteer-based organization which is faith-based, the approach works in parts of Laikipia, Nyandarua and Baringo Counties from which the organization has mapped out eleven zones of operation which include Nyahururu Town, Marmanet, Mairo Inya, Kinamba, Mochongoi, Sipili, Ol Moran, Igwamiti, Muhotetu, Ngano, and Ol Joro Orok.

### **1.3: Evaluators**

The evaluation was carried out by an independent evaluator who was mandated with all activities in regards to the final evaluation. The evaluation team comprised of the following members:

Esther Kalekye- Lead evaluator, Development studies practitioner, monitoring and evaluation practitioner, and social research specialist

Dr Peter Koome- Population studies specialist, social scientist, a specialist in qualitative and quantitative analysis

Joyce Viata- Organization and community development practitioner, and back-end data compilation specialist

The data collection team comprised of Anne Muraya, Lena Wanja and Nixon Lesimale.

## **2.0: EVALUATION CONTEXT**

This section discusses the scope of the evaluation and methodology.

### **2.1: Purpose of the Evaluation**

The purpose of the evaluation was borne from the basis that there are limited prior evaluations on the St. Martin's Approach since the organization started in 1997 but incorporated in 1999. In accordance with the Terms of Reference of the evaluation, the evaluation objectives of the approach were presented as follows:

- i) Evaluate St. Martin Approach and document its working practices

Based on the evaluation objectives, the evaluation methodology was developed from which expected outputs of the evaluation are outlined as follows:

- a) Understand the effectiveness of the approach in achieving set goals and sustaining the benefits of community projects with regards to innovativeness, relevance and efficiency.
- e) Assess the approach's impact on the lives of the people and the community at large.
- b) Determine the potential for replication and adaptability of the approach to similar projects in varying situations, as a participatory development approach.

- c) Establish the understanding of the St. Martin approach amongst primary stakeholders (beneficiaries, volunteers and staff) and secondary stakeholders (church leaders, business leaders, local administration, and other relevant community members).

## **2.2: Evaluation Methodology**

A number of factors were considered in the formulation and implementation of the best approach for the evaluation exercise. There was a need for the sampled populations to be representative of the entire population of the target populations in all the zones of the approach. The evaluation covered all key geographical areas in which St. Martin's approach applies. The approach has four main programmes which are Community Programme for Children in Need (CPCN), Community Programme for People with Disability (CPPD), Community Programme for Addiction & HIV (CPAHIV) and Community Programme for Peace & Reconciliation (CPPR). Further, the approach divides the geographical areas into eleven main zones which include Town, Marmanet, Mairo Inya, Kinamba, Mochongoi, Sipili, Ol Moran, Igwamiti, Muhotetu, Ngano, and Ol Joro Orok. Hence, there was no need for drawing a sampling frame. Therefore, all the approach's zones were considered so as to gain more insights as opposed to the use of a sample. A purposive sample of the approach's staff, beneficiaries and volunteers was also utilized and the participants were involved in FGDs and Semi-structured interviews. A total of 121 respondents participated in the evaluation of the St. Martin approach.

## **2.3: Type of Data Collected and Tools used**

For the evaluation process to achieve its intended objectives, secondary and primary data were collected. For the secondary data, restrictions were paid on document review of the following:

- ✓ The terms of reference document which lay forth the foundation of the requirements for the evaluation.
- ✓ The Participatory evaluation process evaluation report (2005).
- ✓ The organization's website
- ✓ Published materials which are mainly books were also used giving a basis for the history of the organization.
- ✓ The organization's strategic plans
- ✓ Annual reports for the organization
- ✓ Policies such as governance and volunteer policies were also used to understand the operations and structures of the organization
- ✓ Finally, documented case studies from the organization dating from the year 2000 to 2018 were sampled and used to get to understand the stakeholders of the organization and more so the volunteers and beneficiaries.

Additionally, primary data was collected and the following tools were used:

- ✓ Key Informant Interviews: This was an open-ended tool that guided discussions with selected key informants drawn from the leadership of St. Martin CSA which included the board, trustees and administrators. Other key informants were drawn from the pool of stakeholders.
- ✓ Interview Discussions: interviews were held to gain insights into the approach’s beneficiaries, management committees, and secondary stakeholders.
- ✓ Focus Group Discussions: The evaluation process involved conducting FGDs with the approach’s management committee chairs and volunteers. The goal was to collect information on the impact and operations of the approach. The volunteers were not able to show up at the same time due to aspects such as gender calendars and other responsibilities. Therefore, individual interview discussions were held
- ✓ Questionnaire: A structured questionnaire was used to gain information from selected staff from St. Martin CSA. Twenty questionnaires were provided to the staff and fourteen were returned providing a 70% response rate which was adequate for data analysis.
- ✓ Observationnaire: A schedule was used to guide observation and document on-going approach activities such as service provision, meetings and training. The aim of the observationnaire was to offer a structured means of observation of the approach so as ensure reliability and objectivity of the information recorded.

The different data collection and evaluation activities are demonstrated in more detail in the table below:

**Table 2.1: Evaluation Activities Overview**

Evaluation Instruments	Respondent	Sampling Strategy	Remarks
Key Informant Interviews	Programme Heads	There are four main programmes in the St. Martin’s approach. All the programme heads participated	The focus was on Programme operations, effectiveness and concerns
Key Informant Interviews	Organization’s Leadership	Representatives from board, trustees, and administration were selected	The focus was on leadership and policies
Key Informant Interviews	Administrator	Vice Director	The focus was on leadership and implementation of the approach

Key Informant Interviews	Associates	Representatives from associates of St. Martin's CSA involved in the implementation of the approach	The goal was to collect information on implementation approaches and the impact of the approach
Interview Discussions	Approach beneficiaries	There are 11 zones in the approach. Convenience selection based on programmes was used to the select respondents	The goal was to collect information on the understanding of the approach and its impact
Interview Discussions	Approach Management Committee	Chairs of management committees	The focus was on the implementation and impact of the approach
Focus Group Discussion	Approach volunteers	Volunteers were selected from each zone.	The focus was on the implementation and impact of the approach.
Questionnaire	Department and field staff including the Community Mobilization Department and Public Relations Department	The staff concerned in the implementation of the approach	The focus was on the implementation and impact of the approach
Interview Discussions	Approach Secondary Stakeholders	Church leaders, the business community, local administrators and other relevant community members	Focus is on the implementation and impact of the approach

From the entire data collection process, data was analyzed. Analysis involved the following steps: analysis of background to the evaluation from secondary sources; tabulation of quantitative data through the use of the Statistical Package for Social Sciences (SPSS) software; organization of qualitative data around the different objectives and thematic analysis; and collation and syntheses of the two (qualitative and quantitative data).



## **2.4: Evaluation Constraints**

The constraints experienced during the evaluation process are as below:

- i. Limited baseline data to review: There is limited information on the evaluation of the approach. There was an evaluation conducted on the participatory evaluation process used at St. Martin CSA in 2005 in which the St. Martin approach was evaluated. The limitation here is that the participatory evaluation process report does not primarily focus on the approach. However, this was solved through the use of other available secondary data from sources such as reports from the organization.
- ii. The structure of the St. Martin approach is quite non-linear: There is no linear methodology to the approach as it is dynamic postulating the complexity of the model of the approach. However, to deal with this dynamism, the evaluator ensured that the evaluation tools used in data collection addressed all possible angles of the approach and harmonized the data to enable proper analysis, both statistical and thematic.
- iii. In data collection, in some of the zones, the volunteers were not available at the same time to allow for an FGD to take place. This was due to differences in gender calendar and also other responsibilities such as attending to their businesses. This challenge was dealt with by opting to conduct individual interviews at the time the volunteers availed themselves.

## **3.0: MAIN FINDINGS FROM THE EVALUATION**

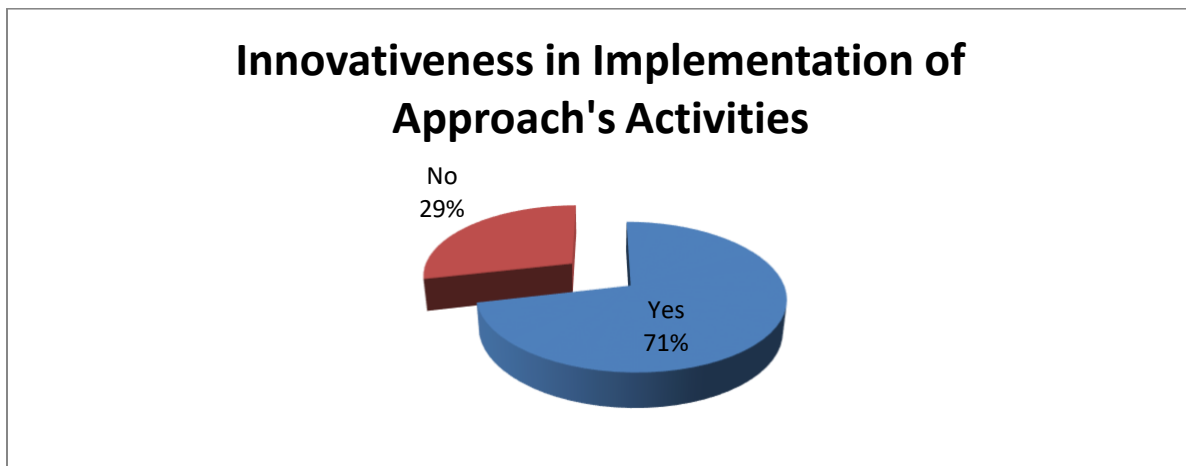
The findings for the evaluation of the St. Martin approach are presented in a systematic manner in reference to the specific objectives of the evaluation. Essentially, four main objectives were set out to be appraised by the evaluation and as such the evaluation findings are structurally presented to follow the order of the objectives which focus on effectiveness, impact, the potential for replication and adaptability, and the understanding of the St. Martin approach amongst the primary stakeholders.

### 3.1: The Effectiveness of the St. Martin Approach

The first objective of the evaluation sought to assess the effectiveness of the approach in achieving set goals and sustaining the benefits of community projects. Primarily, this objective was concerned in assessing the extent to which the approach meets its objectives and outcomes. According to the TOR, effectiveness targeted innovation, relevance and efficiency of the approach.

#### 3.1.1: Innovativeness of the St. Martin Approach

To achieve this objective, the evaluation sought to understand the respondents' point of view on the innovativeness of the activities involved in the approach implementation. To gain insights on this, the responses on the questionnaires provided to the staff were tabulated and presented as shown in Figure 3.1. Additional information was found in the interviews conducted.



*Figure 3.1: Innovativeness of the Approach Activities*

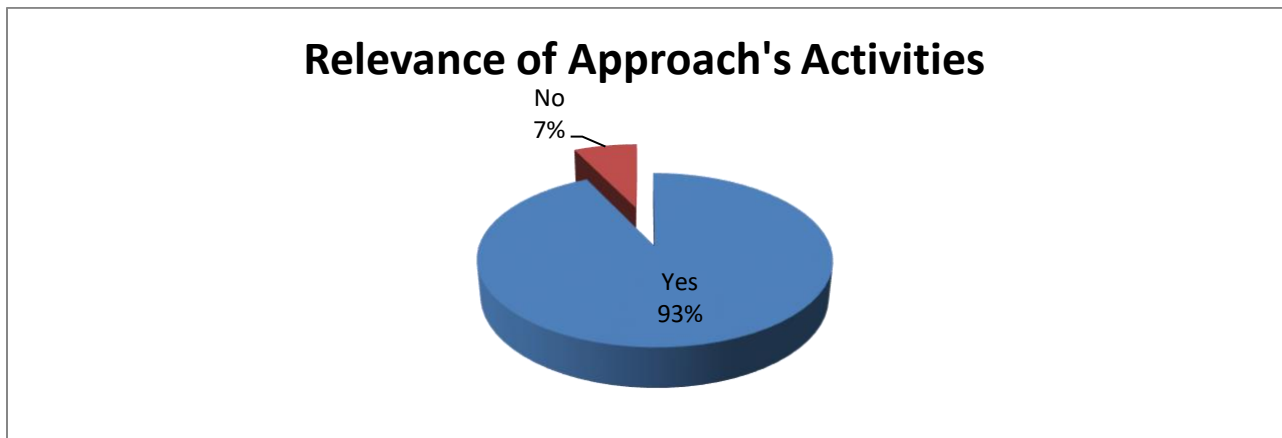
The analysis of the questionnaires provided to the staff as indicated in Figure 3.1, shows that 71% of the staff believes that the implementation of the approach's activities is innovative. Innovation is seen in the approach's methodology in which those who are able, talented or influential in the community are used to meet the needs of the community. The approach was also said to be flexible to situations and this provides room for the individuals who are carrying it out such as the volunteers, field staff and also community members to be creative in dealing with the different situations.

Innovativeness was also experienced in the implementation of community mobilization activities such as fundraising and also in advocacy of different issues such as on people living with disabilities. The use of volunteers in community mobilization was also termed as an innovative and unique way of ensuring the smooth operation of the approach.

The evaluation also noted that 29% of the respondents did not agree that the implementation of the approach's activities is innovative. This was due to a strong belief that the approach has not changed to accommodate the dynamic changes that have taken place over the years. Majority of those interviewed indicated that the approach is not innovative. There was an indication that since its inception, the St. Martin approach has been using the same methodology and to some, there is a need to engage methods that are more creative. The use of technology was pointed out as a way of increasing the innovativeness of the approach.

### 3.1.2: Relevance of the Approach's Activities

The evaluation sought to understand how relevant the approach's activities are especially in achieving the mission and vision of the organization. Summarized in Figure 3.2, 93% of the respondents indicated that the approach's activities are relevant especially in the achievement of the organization's mission and vision.



**Figure 3.2: Relevance of Approach's Activities**

This was also supported by the administrators of the organization during the Focus Group Discussion. The administrators averred that the crux of the vision and mission of the organization was centred on ensuring the existence of a just society that goes beyond feeding the poor to understanding why the poor are poor and this is the essence of the approach. Therefore, the approach is considered as indeed relevant as they indicated;

*'When we talk about the mission and vision of the organization, then the approach is at the centre as it brings about justice in the society which transforms the structures and systems which bring about social problems.'*

There was an insistence that the elements of the St. Martin approach aim to build the capacity of people at all levels in the society; regardless of their social standing or religious faith. All people are involved in attending to the needs found in the different communities. The guiding principle is that *'no one is so poor that they have nothing to give and nobody is so rich that they have nothing to receive'*<sup>1</sup>.

The approach also upholds ecumenism in that people of all walks of faith work together to bring about change. To enhance the relevance of the approach, there is an emphasis on what builds the community rather than what brings division therefore, the utilization of the approach does not divide the community based on religious lines. Misconceptions, however, abound in the communities among some of the community members that the St. Martin approach is affiliated to the Catholic Church. While this affiliation is true, the organization's leadership works towards ensuring that this misconception is dealt with and that people of all faiths are actively involved in the approach. This waylays the faith-based misconceptions and calls for unity in attending to the needy in the community. The gospel of service is a focal point on engaging the community members which goes beyond church affiliations. This, therefore, was an indication that the approach's activities are relevant in meeting the needs of beneficiaries.

The fact that the approach involves the community means that it works with the community and this according to the respondents ensures that all activities that are undertaken are focused on the transformation of the community. The approach has different programmes in operation and this community involvement helps to meet the vision and mission of the different programmes. It can be deduced that the underpinning of the approach's activities is relevant to the achievement of the broader organizational goals.

According to one of the programme heads, the approach provides focus which leads to the achievement of the general goals and objectives of the organization as a whole. The approach also provides guidance on what should be worked on and where it should be worked on; which provides direction on how the approach's programmes and activities therein are implemented.

### **3.1.3: Efficiency of the Approach**

The extent to which the St. Martin approach addresses the needs of the beneficiary populations is paramount in understanding the efficiency of the approach. Majority of respondents believed that two main ways are used to meet the needs of the beneficiary populations. In one way, the approach uses community involvement and the second way, the approach uses the organization. At this juncture, it is clear that both ways are used concurrently in that for the approach to operate in an efficient manner, the community as well as St. Martin CSA have to be involved. It was manifest though that the community is involved to a greater extent and the organization only provides assistance.

<sup>1</sup> Pope John Paul II

The efficiency of the approach is spelt out in the motto of ‘only through community’. Through this notion, the St. Martin approach utilizes the use of volunteers who act as a bridge between the community and the organization. The approach has four main programmes which include CPCN, CPPD, CPAHIV and Mental Health, and CPPR. These programmes all have a programme head and management committees which ensure that each programme has its own strategic plan. The strategic plans are for three to five years and every month, activities are monitored to ensure that the plans are on course. The management committees oversee the work of the programme staff as well as monitor activities such as budgetary controls. This helps to ensure the efficiency of the approach in terms of implementation of the approach’s activities.

Every programme works differently and according to one of the management committee chairs, the different programmes can be viewed as different NGOs under one umbrella, therefore, they do not get engaged in others’ activities but through the board meetings, the chairs of the management committees are able to share what happens in their own programme. The evaluation found it apparent that the focus on the different programmes of the approach overshadows the broader focus on the organization which wavers achievement of broader organizational goals and objectives.

Moreover, the efficiency of the approach was sought after by indicating the skills of the volunteers and the staff in the implementation of the approach. It was established that the organization ensures that there are capacity building programs to enhance skills for the efficient operation of the approach. Building a strong capacity base is focused on ensuring that the needs of the poor can be responded to by those who are in their communities. Volunteers are empowered so that they can take charge when issues that need their attention emerge in the community. They are able to involve other community members and stakeholders through the capacity building skills they are given through the approach’s activities.

It, however, emerged that the capacity building programs were mainly focused on the volunteers and little attention was provided to the staff. Therefore a gap is created on the achievement of efficiency of the approach.

Noteworthy also, is the traineeship program that gives young people from colleges and universities experience for one year so that they can work with the communities and be part of the approach in enhancing the implementation of the approach’s activities. However, there is no assessment that has been conducted to establish the effectiveness of the traineeship in enhancing the St. Martin’s approach.

To ensure the efficiency of the approach, the organization’s leadership has ensured that for the last twenty years, investments are done to safeguard the approach for future generations. In this regard, the Community Mobilization Department (CMD) has been given the mandate of safeguarding the approach through its activities and also the engagement of the community. The CMD is seen as the custodian of approach and by extension works with the volunteers to

propagate well the approach by improving the communities. Further, the CMD enhances the efficiency of the approach through constantly prompting the staff members to work with the community so as to enrich a sustained shared life for individuals and this transforms communities. Also, investments have been made through literary articles, books and also documentaries which document the approach and help to safeguard its activities since its inception.

The evaluation found out that there is no written policy on the St. Martin approach and as such, there is no written and defined way of doing things or carrying out the approach. There are no defined steps on how it is carried out. From this perspective then the St. Martin’s approach is deemed as an ideology and a way of doing things in the organization. It was however found that the St. Martin Approach is mentioned in some of the organization’s policies such as the volunteers’ policy, in the different strategic plans and also in some books such as Sharing Talents and Resources, among others. To some extent, the lack of a comprehensive policy negatively affects the efficiency of the approach since information on the approach is scattered.

### **3.2: The Impact of the St. Martin Approach**

The second objective of the evaluation sought to analyse the impact on the lives of the people through the approach. In this evaluation, the impact was gauged focusing on changes attributed to approach’s interventions which were intended or unintended; or positive or negative. The evaluation determined the impact of the approach through consideration of the social and economic impacts. The evaluation also considered the impact results.

It was found that annually, every programme has reached to a number of beneficiaries. The figures differed due to the different nature of cases annually. However, tentative figures were provided as follows:

<b>Programme</b>	<b>Average Number of Beneficiaries (Annual)</b>
Community Programme for People with Disability	1300
Community Programme Children in Need	629
Community Programme for Peace and Conflict Resolution	128
HIV/AIDS Programme	1245
Community Programme for Addiction and Mental Health:	
Addiction Project	256
Mental Health Project	64
<b>Total</b>	<b>3622</b>

As for the HIV programme, it is closing down but it is recorded that it has had high numbers especially in terms of testing where the average number of people tested annually is 1245. The Mental Health project was begun in 1<sup>st</sup> April 2018 and by the time of this evaluation; it had an average of 64 beneficiaries. Annually, an average of 3622 cases of beneficiaries is dealt with in the organization. The level of the beneficiary cases also varies as some cases are new, disengaging or continuing. The evaluation uncovered the need to have proper records of the number of beneficiaries reached out to in a year as well as how the beneficiary cases are identified for reference purposes.

### **3.2.1: Social Impact of the St. Martin Approach**

The social impacts of the approach were considered on the individual, community and institutional levels. The findings are presented in Table 3.1 below.

***Table 3.1: Distribution of respondents according to perceptions on the social impact of the approach***

<b>Social Impact Level</b>	<b>Categories</b>	<b>Percent (%)</b>
Individual Level	Yes	92.9
	No	7.1
Community Level	Yes	85.7
	No	14.3
Institutional Level	Yes	71.4
	No	28.6

On all levels, it is evident from Table 3.1 that the social impact of the approach is realized especially on the individual level. The participants were all in agreement that the St. Martin approach mainly focuses on the needs of an individual. The impact of the approach takes a domino effect on the individual, community and institutional levels. When an individual's life is changed, all other levels will also take precedence in changing.

The major social impact of the approach was directed towards acceptance of the needy in the community. Through the approach, awareness is created and people become more sensitive to what is happening in the community and also to the plight of others in the community. There was a repeated instance that many of the staff kept referring to that every Wednesday, the market traders at the Nyahururu market provide the organization with food stuff such as Cabbages, potatoes and carrots which help those that are in need of food. This willingness to contribute, the respondents say, is due to the awareness that has been provided to the local communities.

The social impact of the approach leads to awareness, transformation and taking up responsibility for oneself and for one another in the community addressing different needs even those which the approach does not address. This provokes growth at all levels of society. The existing social structures are also strengthened and this improves on the social impacts of the approach.

Where there is a tendency to alienate the needy, the approach ensures that the needy are accepted, assisted and integrated into the community. This has helped in dealing with stigma attuned to the needy as well as PLWD, PLWHA, and also those recovering from alcohol and drug addiction. Therefore, there are increased levels of inclusivity of the needy and the vulnerable in the community.

The formation of support groups was seen to be instrumental in bringing the community together and creating a sense of belonging for the individuals. Through sharing, people find out that the vulnerable for instance; those who have disabilities are not cursed, so they are accepted. This has an effect on the efficacy of the community as strong relationships are created to change the lives of individuals.

On the institutional level, the approach has helped in the creation of solidarity among the staff members of St. Martin and also with the community through the individuals that are assisted. Interestingly, the institutional changes are not experienced at St. Martin CSA only; the changes are also experienced in other institutions that also help the needy such as government institutions. One of the respondents indicated;

*'Social impact cannot be felt at St. Martin only it is also felt in all other institutions that we come in contact with such as government hospitals and schools. In other words, the spirit of the St. Martin approach is felt by all those engaged in the approach in one way or another.'*

The impact of the approach has been so great that there is disengagement of some programmes such as the HIV/AIDS programme which has had a high impact on the lives of the beneficiaries and the communities at large.

The respondents also said that for the disengagement process, there are paths that have been put in place but there is no policy that actually lays down the channels and practices of the disengagement process.

### **3.2.2: Economic Impact of the St. Martin Approach**

The economic impact of the approach is also felt in different individual, community and also the institutional levels.



**Table 3.2: Distribution of respondents according to perceptions on the economic impact of the approach**

<b>Economic Impact Level</b>	<b>Categories</b>	<b>Percent (%)</b>
Individual Level	Yes	92.9
	No	7.1
Community Level	Yes	78.6
	No	21.4
Institutional Level	Yes	50
	No	50

As indicated in Table 3.2, the St. Martin approach has an economic impact at all levels of society. For individuals, the approach helps to economically empower many of the beneficiaries through provision of starter kits for the CPPR and CPPD programmes as well as Income Generating Activities (IGAs) for the Addiction, HIV and Mental Health programme. Financial literacy is enhanced through different financial training sessions. The economic capacities of the individuals have been enhanced which has led to the formation of self-help groups which in turn have led to the emergence of small-scale businesses such as kiosks and poultry keeping. The awareness created by the approach has steered the community members to promote these start-up businesses and the individual's lives are changed as they are able to fend for themselves and also their families.

The approach has enhanced livelihoods and when an individual is economically liberated, this trickles down to the rest of the community and the institutions as well.

### **3.2.3: Technical Knowhow Enhancement**

The evaluation sought to understand the technical knowhow enhancement of the approach. In this evaluation, technical knowhow averred to the skills, knowledge, and expertise that are instilled as a result of the approach.

At the individual level, it was indeed clear that the beneficiaries gain knowledge and skills from the approach's activities. There were testimonials from the beneficiaries who demonstrated that they had gained skills and knowledge from the approach's activities. Observed from the weekly Tuesday prayer meeting held at the St. Martin CSA chapel, there was a beneficiary who indicated that he had gained skills and knowledge through the approach and he was supported through the approach and now he is a secondary school teacher. Another beneficiary indicated that they had gained skills on how to deal with the community members to ensure that they live in harmony and support one another.

The evaluation also found out that for the volunteers, skills and knowledge were impacted in such a positive manner. It was revealed that there are four volunteers of the approach who have become chiefs and there is accreditation to the technical know-how received from the approach. The volunteers have also gained knowhow on dealing with specific issues in their own lives. A volunteer from Igwamiti zone indicated;

*‘The approach has indeed helped me as I have gained knowledge and skills relating to peace and reconciliation. One interesting fact though is that I am able to use what I gain from the approach and apply it in my personal life. I have learned about my rights and since I have been having land issues, I have been able to defend myself and I know what my rights are and how I should ensure they are upheld and all these skills and knowledge I have gained through the approach.’*

In the community, there have also been changes in the technical know-how of the community members. Interviews with the local administrators in different zones indicated that there was a change in the attitude of the community members towards the vulnerable members of the community. The change was mainly positive. There was an indication that in the past, due to lack of knowledge, there were community members who were shunned from the community. This led to some families hiding their family members who have disabilities. However, the knowledge and skills that are instilled in the community members through the approach had led to acceptance. The level of awareness in the community on social issues is high hence there are flexibilities when it comes to caring for the needy. The empowerment received from the technical know-how acquired has led to the accomplishment of tangible results in the approach.

### **3.2.4: Impact Results**

In the implementation of the approach’s activities, there are anticipated results which are achieved. There are also results that are unanticipated, positive or negative.

#### **a) Positive Unexpected Results**

On the positive unanticipated results, the participants varying from the beneficiaries to the volunteers and even to the staff have in one way or other experienced unexpected results. For the beneficiaries, for instance, when a sick parent is taken to the hospital, a positive unexpected turn of events is that the children may be taken to school. The staff and volunteers indicated that they had experienced a positive attitude in dealing with the needy and vulnerable. When the staff and volunteers speak about the approach, there is a sense of belonging, pride and inspiration that is seen from them. For the stakeholders, the positive results were that in a general sense, there was a transformation in the individuals which leads to positively transformed communities.

The community is able to strengthen its support system whereby the focus is on the needy and vulnerable and how the community can assist them to lead better lives. This aids in positively

embracing the needy and vulnerable. There is community goodwill which makes people contribute to assisting the people.

The positive unexpected changes serve as an encouragement and a reaffirmation of the need to grow and reflect on the approach. This can be deduced as the reason for inspiration and strengthening of the spirit of St. Martin. For all those interviewed, there is a sense of determination to address and solve issues in the community so as to bring about transformation.

According to the St. Martin CSA director, there is a great difference between people who have been in the approach and those who have not. This is experienced in the way people who have interacted with the approach perceive one another for instance, how the people with disabilities are perceived, talked about or even welcomed in the community. Hence, there is a result of transforming the community not only when there is a specific case but in how people act, talk, and interact with the vulnerable in the community.

#### **b) Success Factors for Achievement of Impact Results**

There are a number of facts that were seen to contribute to the successful achievement of expected impact result. First, there is the inclusion of a number of stakeholders in the approach. Secondly, the motto of ‘only through community’ guides the implementation of the approach’s activities through enabling the community members to use their talents and resources to help those who are vulnerable in the community.

Also, a spiritual formation which is embedded in the philosophy of the approach plays a major role in the engagement of people into the St. Martin approach; this is regardless of the faith affiliations. The existence of social structures which leads to community solidarity is also seen to contribute to the successful achievement of expected impact results.

Additionally, capacity building activities are seen to be success factors for the approach. The volunteers cited that they were now able to understand the entry points into the community which helped in the mobilization of the community. They also indicated that they were able to understand how to approach the community for there to be the best possible results. However, limitations in the capacity building warrant a capacity development plan which is inclusive of all staff and even stakeholders of the approach.

Finally, networking and collaboration with local community groups as well as with the private and public sector organizations have led to an increase in the knowledge and practice of the St. Martin approach.

### **c) Negative Unexpected Results**

The negative unanticipated changes revolve around the creation of dependency on St. Martin CSA as the beneficiaries come to expect that the organization will always come through for them and so no or little effort is applied in changing the situations of the needy and vulnerable.

Additionally, negative unexpected changes are experienced when sponsors pull out without prior notice, for instance, an individual or organization that is sponsoring a child to school may stop providing funds. This sets back the approach as remedial actions are sought to provide funding for the child.

### **d) Barriers that might have hindered the achievement of expected impact results**

The approach covers a large area in some parts of Laikipia, Nyandarua and Baringo Counties and it is difficult to address all needs in the community that would require the St. Martin CSA assistance. This is due to limited resources such as finances. Additionally, the respondents noted that there is a challenge in the time spent toward making the transformation in the community; however, this is in the short term.

Initially, as the approach started, there were over 1500 volunteers but due to changes in lifestyles that necessitate relocations and other demands of life, the number is lower than that and continues to decrease. According to the CMD, there are about 1200 volunteers currently. The volunteers were seen as the gateway to the community and as they become fewer, this affects the operation of the approach.

There was also an observation that a huge intergenerational gap existed amongst the volunteers. The average age provided by the community mobilization department for the volunteers was between 40-60 years and younger volunteers were few. It was also noted that the majority of the volunteers had been recruited twenty years ago when St. Martin CSA was starting out. This intergenerational gap was mainly attributed to the fact that most volunteers expect to be given allowances to further their work in the communities and when this lacks, there is no motivation so, they drop out especially the younger volunteers. The gap was also attributed to a lack of interest to participate in volunteerism by younger individuals.

The limitation of younger and vibrant volunteers is a concern for the community mobilization department as the volunteer programme is not as vibrant as it used to be. Therefore, there should be an intricate evaluation of the volunteers' programme to uncover the real and actual reasons for this instead of relying on perceptions and assumptions.

Political and cultural barriers also interfere with the implementation of the approach and this hinders the achievement of expected impact results. More awareness of the approach needs to be done so as to penetrate through the barriers and ensure social justice is achieved.

There are instances of community fatigue in which the community feels overburdened owing to the high living standards currently experienced in the country. Also pointed out was that community fatigue may come up due to the attitude that the family of those being helped is lazy and that is why they are unable to help themselves. This leads to lack of consistency in the assistance provided to the needy and the vulnerable. Constant messages of importance of community solidarity should be heightened so that the community can share what it has.

### **3.3: Replication and Adaptability of the St. Martin Approach**

The third objective of the evaluation was to demonstrate the potential for replication and adaptability to similar projects in varying situations, as a participatory development approach.

#### **3.3.1: Lessons learnt**

The evaluation found out that there are various lessons that the respondents had learnt in the approach. The thematic analysis results provided categories on five main focus points of the lessons learnt and they are as follows;

##### **✓ The community is the starting point**

The St. Martin approach works only through communities. The community members are able to assist each other for the transformation of the community as a whole. Solutions for the needs of the community are found in the community and the right interventions for addressing the community needs are still found in the community.

The implication here is that the community has vast resources and to solve the needs of the community, it is important to pay attention to the assets in the community. This line of thinking has helped the St. Martin approach to target the abled in the community and encourage them to use their talents in solving the needs of the community through helping the needy and vulnerable in the community. It is therefore important to trust and believe in people and assure them that they are able to solve their own issues. The potentiality of all people should be upheld irrespective of the social standing.

Changing the mindsets of the community members can be a daunting task but when an appraisal of capacities is done in an effective way, the community members take responsibility in changing their situations wholesomely as a community.

##### **✓ Social Cohesion is important for any community**

Individuals and communities have potential and when this potential is harnessed, it helps in the creation of self-sustaining communities which are cognizant of the needy and vulnerable in the community and comprehend that the solutions to help are found in the community. The ultimate

result of social cohesion is community solidarity which helps in achieving harmony and a sense of togetherness in the community.

In this regard, technical knowhow plays an important role in scaling up the skills, knowledge, and expertise of all those who are involved in the implementation of the approach. This has positive inferences in moving forward communities and strengthening social structures in the community.

Social cohesion also creates the goodwill of the community, without which, the implementation of the approach would be futile. Goodwill also extends to all stakeholders at all levels in society.

Associations, networks and strategic alliances are important at the institutional level as they help organizations to help one another achieve sound goals and objectives through reciprocity.

#### ✓ **Comprehensive Understanding of the St. Martin Approach is Vital**

For the St. Martin Approach to be successful, it is important for all individuals who are engaged in the approach to understand what it is and how it works. The ideology behind a comprehensive understanding is that people work together in one accord and towards a similar direction.

The donor world also needs to be empowered on the approach as the approach is unique. Therefore, the donors should consider the approach from its point of uniqueness rather than compare it to traditional participatory community-based approaches which are needs based.

#### ✓ **Spirituality is important in social development**

Spiritual formation of all involved in the approach is essential and this increases the spirituality in the community and builds a positive attitude towards addressing the needs in the community. The attitudes of the people in caring for the needy and vulnerable in the community changes and people give willingly their resources such as time and money to help out in the community. There is also a sense of commitment that is created through spiritual formation activities and this motivates the individuals to continue in the implementation of the approach. Therefore, values drawn from faith enhance participation of community members.

Ecumenical spiritual formation is a strength which does not lean towards certain affiliations and this ensures inclusion of all people leaving no one behind in the transformation of the community. True love is also important for actual transformation to take place.

✓ **The use of the approach does not mean that there is an instant transformation of communities**

It was noted that the approach takes some time to bear positive results. This is especially experienced when there is no harmony in the community or in instances where the common culture in the community is that of individualism. A Positive attitude is necessary for the implementation of the approach since there are many challenges that are bound to be experienced but believing that the approach activity being undertaken will yield positive results helps in attaining the success of any project endeavour. A positive attitude also leads to the belief of the power of providence which is unrelenting.

Also, the implementation of the approach is a process which requires time, finances and energy which tend to be scarce in any given scenario. A clear understanding that the approach is a process rather than an event helps to know that different steps have to be covered before attaining the anticipated result. It was stated that is important to start small and then build up through the process.

The difficulties in the approach should never be a reason for shortcuts to be undertaken. The right and appropriate channels should be followed and patience is needed to see the fruition of the approach in different communities. Projects to be undertaken should be on the basis of merit so as to also save on scarce resources.

Consistency in the implementation of the approach helps to send unrelenting messages to all stakeholders on the approach and how to achieve success in the communities. In consistency, resilience should be upheld so that the interests of the needy are served.

**3.3.2: Can what has been learnt to be carried into future projects or approaches?**

The evaluation established that there is a perception that the St. Martin approach can be replicated in other participatory development programmes. The approach can also be replicated in other communities more so communities which have a low socio-economic status. The philosophies of the approach such as community solidarity and spiritual formation are universal philosophies and they can be applied to achieve the success of any given development programme.

However, in replication, it is important to remember that the implementation of the approach is contextual therefore; the approach does not apply a ‘one shoe fits all’ kind of strategy. This was corroborated by the associates of St. Martin CSA who insisted that context in the implementation of the approach is to a great extent vital as what may work in communities in Kenya, for instance, may not work in communities in Uganda. This is because every human being is unique

and their problems are unique and they have to be dealt with by the use of unique methods. In other words, blueprint or generic methods of attending to situations in the community should not be used; instead, the methods should be unique to the situation at hand. The St. Martin approach provides direction on how activities are to be carried out and also provides flexibility which ensures that different situations are dealt with just as they are. In essence, this means that the approach is value based in that it provides the values of working with the community but does not provide the methods of working with the community; since as earlier mentioned, each community is unique.

For the associates of St. Martin CSA such as Talitha Kum, it was uncovered that while the organization used a replica of the approach in its operations, not all activities of the approach are implemented in the same manner. There was a realization that since every organization has its own way of operation in terms of leadership, administration, and ideologies. The approach can be tailor-made to suit these operations without losing the approach's philosophical foundations which, as aforementioned, can be universally utilized.

A programme that wishes to apply the St. Martin approach should, first of all, carry out baseline research to understand the nexus between the philosophical foundations of the approach and the implementation of the approach in their own programme. This would help to deal with the contextual drawbacks of the approach. Based on the contextual premise, the approach should be well structured to provide guidelines on implementation such as which activities are to take place, the process of case selection and process of selecting the volunteers.

Moreover, in the adaptability context, the formation of strategic alliances is important in understanding the operation of the approach and how it can be implemented in other programmes. At the institutional level, the alliances can also help to support each other and in journeying together so as to establish the success of the approach in the organization replicating the approach.

### **3.4: Understanding of the Approach**

The evaluation found out that the approach is to a great extent understood by the primary and secondary stakeholders.

#### **3.4.1: Primary Stakeholders**

The primary stakeholders include the beneficiaries, the volunteers and the staff. For the beneficiaries, there is an understanding that St. Martin is an organization which helps them in times of need. They work with the community so as to bring assistance to them. In very isolated cases, there was an indication that the community is not involved in the provision of assistance as the beneficiaries indicated that they come to St. Martin directly and get assistance from there.

For the volunteers, the St. Martin approach is clear and they understand that the approach is a method used by the St. Martin CSA to bring about change in the community. The volunteers



understand their role in connecting the organization with the community. Volunteers were clear that they identify needs from the community which are forwarded to the field staffs and the programme coordinator. The volunteers do not have any knowledge of the volunteers' policy which should guide their practices.

For management committee chairpersons, they view the approach as a community-based approach in which they work with the community to identify the needs of the community members. They explained that there are subcommittees which help in assessing the needs identified by the volunteers. The management committee monitors the work of the programme staff to ensure that everything indicated in the strategic plan goes as planned. The staff work in the community to facilitate in mobilizing the community; for instance in terms of financial assistance of the vulnerable and the needy in the community.

For the staff, the evaluation placed different categories of staff so as to gain insights into their understanding of the approach. It was clear that all the staff members do understand the approach and how it operates. The organization's leadership, administration and programme heads view the approach as a participatory development approach based in the community to target the abled so as to help the needy and vulnerable in the community. The approach is not a humanitarian approach as it does not provide direct relief to the needy without active community participation. It is an approach which recognizes the potentials of the people and builds upon these potentials so as to bring about positive change in the community.

For the department and field staff members, the approach was seen as a guide in ensuring better communities and livelihoods. There was a clear sentiment that the approach works only through the community so as to understand the unique needs of the community members. The staff also indicated that for the approach to succeed there has to be high involvement of everyone. Majority of the staff indicated that they felt that they were highly involved in the approach.

### **3.4.2: Secondary Stakeholders**

The secondary stakeholders include the church leaders, the business community, other relevant community members, and local administrators such as the assistant county commissioners. The understanding of the St. Martin approach to the secondary stakeholders is that it is community-based and works through the 'only through community' motto which helps to provide direction in the implementation of the approach's activities. The Approach helps to grow the communities in a multidimensional way which encompasses social and economic dimensions.

### **3.4.3: Training on the St. Martin Approach**

Majority of the volunteers indicated that they received training which helped them to gain knowledge and skills in the implementation of the approach. Additionally, the training were focused on attaining the different objectives of different programmes. A volunteer from Kinamba working in the People with Disabilities programme (CPPD) indicated that;

*'As volunteers we receive training which helps us to handle those in the community who have disabilities because they need special kind of training and these trainings are offered so often and we are able to learn new things every time.'*

Some volunteers indicated that they would like to be given certificates when they attend trainings as this would increase their motivation. The guidelines on the volunteers' policy stipulate that certificates and letters of attendance should be provided to the volunteers after they complete their trainings and during their graduation ceremony. The provision of the certificates is to be split into different phases and it is important for St. Martin CSA to provide clarity on the provision of the certificates.

The provision of certificates after a training programme is stipulated in the volunteers' policy and therefore, St. Martin CSA should provide clarity on the provision of the certificates.

On the enhancement of skills and knowledge of the St. Martin staff disparities emerged on the training and building of capacities.

The staff indicated that they get trained on the approach as part of their induction and other than that, there are few opportunities for training. In other words, training is not continuous. Noteworthy is the fact that most of the staff have worked in the organization for more than 10 years. One of the staff indicated that when it comes to training, *'there is a grey area in definition and clarity'*. On the other hand, the organization's leadership cited that the staff members are given training right from induction and continuously at different levels to some extent through coaching and mentorship. One of the leaders conversely cited that there are loopholes in training;

*'The lack of continuous training is our shortcoming, there have been in house trainings but there have been no deliberate moves to provide continuous training on the approach.'*

On this aspect of training, there were mixed and confusing reactions to the frequency and quality of training provided to the staff members in regards to the approach.

There was also an indication that peer learning is done in different programmes but not at the organizational level. Additional indications also show that some of the social workers are rude to the volunteers and beneficiaries and the organization lacks mechanisms of reporting such grievances. Customer relations skills were reported to be lacking among some staff members.

#### **3.4.4: Overall Insights on the Understanding of the Approach**

In a general sense, the primary and secondary stakeholders had a good understanding of the approach and many even went ahead to explain how it operates. They have internalized the approach and it is seen as a lifestyle for many of the respondents. There was a repetitive use of

‘the only through community’ motto. The use of communities was seen as a long term view that had the capability of enhancing the sustainability of the approach. The analogy of teaching people how to fish rather than giving the people fish all the time was also widely used. The capacity of the community is seen as a great influencer of how the approach is implemented. Therefore the capacity building is an important element of the approach.

The approach was also defined as a holistic way of meeting the social needs of a community such as attending to the children in need and those of people with disabilities. It was found to be philosophical in nature in the way it brings the needs of an individual to the attention of the community. This is bearing in mind that the needs of the people in the community are different and they have to be dealt with in different ways.

Remarkably, there was no particular word to describe or even categorize the approach in its principle methodology of work. Initially, the approach was thought of as a community-based approach (and this is how the volunteers and some of the staff members still describe the approach as). However, with time, more notions started budding out and evolutions occurred in the approach’s methodology. Today, the approach can be viewed as an amalgamation of participatory approaches to development such as asset-based, capability-based, value-based and rights-based approaches with a push for mutual transformative agenda.

On the understanding, it was also found out from the groups that were involved in the evaluation that there is no clear cut distinction between St. Martin the organization and St Martin the approach. For many, it was clear that they are one and the same thing. This is seen as an important aspect for linking the strategic aspects of the organization with the approach.

### **3.4.5: Strengths and Weaknesses of the Approach**

#### **✓ Strengths of the approach**

The major strength of the approach was seen to be the community. The approach encourages community solidarity so that people can come together and help the needy and vulnerable through exploring available resources and maximizing them in use. In this way, the approach brings different stakeholders together to first help the vulnerable person and then moves on to attain sustainable development in the community. There was an implicit insistence that St. Martin CSA needs to extend its network and work with other organizations as this would help in learning and integrating some aspects from these organizations into the St. Martin approach.

The evaluation also found out that the ability of the approach to bring about transformation, in the long run, was seen as a strength factor of the approach. Moreover, the strength of the approach was seen in the ability to present the needs of an individual in a way the whole community will accept and help out without complaining that the individual is a burden to the community. The approach does not present the needy and vulnerable as a liability but as a

resource for the community to come together. Unreserved service is experienced as giving and receiving are reciprocal.

The organization of the approach in terms of the way it is implemented is also seen as a strength, since in all activities of the organization, the approach is used and that way, it is difficult to forget about the St. Martin approach. The approach also focuses on spiritual formation which helps to create a caring and loving heart among those who are involved in the approach and this helps to advance the agenda of transforming communities.

### ✓ **Weaknesses of the approach**

Interestingly, the community while seen as a strength factor of the approach, it was also uncovered that the community is a weakness of the approach. The weakness was observed when the community is not united and not willing to come together. Some community members may also not have the conviction to help the needy and the vulnerable in the community.

The approach is expensive and takes time for instance in mobilizing the community to participate in helping the needy especially financially may take time and during this period, St. Martin CSA incurs a lot of expenses. In this weakness, there were sentiments that it sometimes felt easier to actually just help the community directly as it would seem easier, but this would lose the essence of the approach.

There is no agreed way of implementing the approach; in that one person may be doing one thing and the other may be doing something else and they can all be thought of as the St. Martin approach and this can be prone to be implemented in any way and justified in any way so, there is no uniformity in direction and implementation of the approach.

The evaluation found out that there is no way of measuring parameters of the approach such as sustainability. This can be also attributed to the lack of a defined and well-articulated policy framework to provide clear guidelines.

The evaluation also established that the approach uses the aspect of unconditional volunteerism. While this could be thought of as a source of strength for the approach, the majority of the respondents especially the volunteers and staff felt that the approach fails in terms of lack of reimbursement of the volunteers. It is important to note that the sentiments were not that the volunteers should be paid or given allowances, but they should be reimbursed for at least some of the expenses they incur such as transport expenses. The volunteers' policy stipulates that the volunteers are supposed to operate within their neighbourhood. Training courses are also to be held close to the volunteers' area of residence. However, due to the growth of the communities and some of the volunteers dropping from the programme, the active volunteers have to operate in vast areas which can at times be costly.

To a very small extent, the approach creates dependency and a sense of entitlement to be helped. Some of the respondents also felt that there are dependencies that are experienced. There are those beneficiaries who felt that they are entitled to receive help from the community and the organization.

### **3.4.6: Fears concerning the Approach**

Globalization is increasing the dynamism of communities and the high rate of urbanization is affecting the culture of many African communities <sup>2</sup> and people and becoming more individualistic and less reliant on the community and more self-reliant especially in the urban setups. The communities are more capitalistic and the mainstream communities are now losing the concept of the concern for neighbours. This affects voluntarism and community action<sup>3</sup>

The changing standards of living were also found to create fear for the future of the approach. This is because the standards of living are becoming too high and the respondents felt that in the future, it would be difficult for people to contribute as they do today. There is also fear that this would further demotivate the volunteers who feel that the activities that they are involved in for the approach are sometimes costly such as travelling costs which are normally not reimbursed by the organization. Additionally, for the organization, there is fear that more investments will have to be done on the approach due to progressions in society.

Fear was also expressed in the lack of an engagement and disengagement strategy for the community that is clearly stipulated and defined in a plan or policy. Respondents felt that when some programmes are disengaged, there will be cracks in all the effort that has been put in transforming the communities. This would have a great negative impact on the sustainability of the approach.

There was fear that a lack of proper understanding of the approach can lead to the inadequacy of donor funding for the implementation and also the expansion of the St. Martin approach to other areas. This fear also emanates from a lack of comprehensive documentation on the approach. As one respondent noted; *'the donors may seek to understand the approach better and when they go to the internet, they will not really get it.'* This can be an impediment to donor funding.

Fears were also expressed in the emergence of a future generation that will want to have results fast and forget that implementation of the approach is a process. Some aspects may get lost and it will not be relevant in the coming years. Most of the respondents were concerned with the place of spirituality for the approach in the future based on current social trends in society. It was also a concern that in this future society which may lack faith foundations, the use of the word 'St. Martin' (not the content but the word in itself) in the approach may not be appealing to that society.

<sup>2</sup> Mwanzia J. and Craig R. (2016). Participatory Development in Kenya.

<sup>3</sup> Ibid

## **4.0: CONCLUSIONS AND RECOMMENDATIONS**

### **4.1 Overall Evaluation Conclusions**

The St. Martin approach achieves effectiveness in achieving set goals and sustaining the benefits of community projects. The approach is innovative in terms of community mobilization activities such as fundraising activities and advocacy activities. There is creativity which is embraced in dealing with different situations in the community. The use of volunteers in community mobilization is a unique way of implementing activities of the approach. Nonetheless, these innovative activities have always been done in the same way since the inception of St. Martin CSA even with major changes taking place in the organization and in the society at large. The activities may be overtaken by societal events in the near future

The approach's activities are relevant in achieving the mission and vision of the organization as well as in meeting the needs of the beneficiaries. The approach focuses towards a just society exists and this is achieved through the focus on the organization's mission and vision. The approach aims to build the capacity of the people so as to create awareness in the communities on the plight of the needy and the vulnerable. The relevance of the approach in meeting the needs of the beneficiary is found in aiming to build the community through involving every one without discrimination based on social standing. Ecumenism is upheld to ensure that all beneficiaries' needs are met through a gospel of service that goes beyond faith affiliations.

The approach operates in an efficient way which involves the community members and also St. Martin CSA. Efficiency is greatly achieved when the community and the organization work together in addressing the needs of the beneficiary populations. The motto of 'only through community' is an entryway to establishing the efficiency of the approach. There is an efficient method of working in which the volunteers, management committees, programme coordinators and staff members carry out specified duties. The community mobilization department has the mandate of safeguarding the approach through various community engagement activities and this ensures the efficiency of the approach. The capacity of the volunteers is continuously enriched and this helps in the efficient delivery of services in the approach. On the contrary, the capacity of the staff members on the approach is not continuously enriched. The traineeship programme has never been assessed to establish its effectiveness in enhancing the approach.

The approach efficiently carries out its activities based on the four main programmes of the approach which are Community Programme for Children in Need (CPCN), Community Programme for People with Disability (CPPD), Community Programme for Addiction & HIV (CPAHIV) and the Community Programme for Peace & Reconciliation (CPPR). The focus on

the different programmes of the approach overshadows the broader focus on the organization which wavers achievement of broader organizational goals and objectives.

The St. Martin Approach has had positive social and economic impacts on individuals, community and even institutional levels. Through the approach, about 2000 beneficiary cases are dealt with in the different programmes. The numbers of the beneficiaries are not properly recorded and in some programmes, it is not clear how the beneficiary cases are chosen. Awareness is created in communities on the needs of the vulnerable and the community members are able to take action to assist in whichever way they can. The impact of the approach takes a domino effect on the individual, community and institutional levels in that when an individual's life is positively changed, all other levels will also take precedence in changing. As a result of the approach, technical know-how is instilled in the beneficiaries, volunteers and also the staff.

In carrying out the approach's activities, there have been various positive and negative unexpected results. On the positive, the community is able to strengthen its support system and this attributed to success factors such as community inclusion and solidarity, spiritual formation, capacity building, and networking and collaboration with other local, private, and public sector organizations. The negative unexpected results revolved around dependency creation. The barriers that hinder the achievement of expected impact results include limited time and finances, the dwindling number of volunteers, intergenerational gaps among the volunteers, political and cultural barriers, and community fatigue.

Through the approach, there are a number of lessons learnt and they are categorized into five main focus points: community, social cohesion, spiritual formation, comprehensive understanding of the approach and transformational development. In these focus points, it is expounded that the community is the starting point, social cohesion is important for any community, comprehensive understanding of the St. Martin approach is vital, spirituality is important in social development, and the use of the approach does not mean that there is instant transformation of communities.

What has been learnt from the St. Martin approach can be carried out into future projects or programmes in other communities. The approach is based on philosophies such as community solidarity and spiritual formation which can be universally applied in any given development programme. In replication of the approach, the context in which the approach is to be applied should be well understood in terms of the nexus between philosophical foundations of the approach and the implementation of the approach in their own programme. The St. Martin approach does not apply a 'one shoe fits all' kind of strategy.

The primary and the secondary stakeholders of the approach understand the approach. The approach is well internalized to a point it is viewed as a lifestyle more so by the primary stakeholders who include the beneficiaries, volunteers and St. Martin CSA staff. There is

understanding and application of the motto 'only through community.' The approach is also viewed as holistic in meeting the needs of the community. It was, however, difficult to establish the category of the approach in terms of its principle methodology of work. This evaluation, therefore, concludes that the approach is an amalgamation of participatory approaches to development with a push for a transformative agenda. The stakeholders also do not differentiate between St. Martin the organization and the approach. To a great extent, this is a positive indication that the approach is deeply embedded in the operations of the organization.

On training on the approach, the volunteers receive training programs which help to enhance the capability in handling different issues in the community. When it comes to the organization's staff, there are different and clashing opinions on whether the staff members actually receive training on the approach. Contradictory sentiments on frequency and quality of training render remarks on the training of the staff on the approach as inconclusive. There is however unanimous agreement by all the respondents that all the staff members received training on the approach during their induction. Being that most of the staff members have worked in the organization for more than 10 years, a conclusion is hereby made based on the unanimous agreement that most of the staff members received training on the approach over 10 years ago during their induction.

The community is seen as both a source of strength and weakness of the approach. The community is a strength because through the approach, community solidarity is experienced and different stakeholders are brought together for the sake of transformational and sustainable development. The strength of the approach is also seen in how it ensures reciprocity in the community and the enhancement of positive values in the community. The community is also a weakness of the approach, especially where there is a lack of unity in the community and lack of conviction to help the needy and the vulnerable in the community. Another weakness of the approach is that it is time-consuming and expensive in its implementation. There is a lack of an agreed-upon way of conducting the approach which means that there is no uniformity on the direction and implementation of the approach. Also, the approach lacks proper means of measuring its parameters. The approach does not allow reimbursement of volunteers in terms of travel expenses and this ends up being costly for the volunteers.

There are fears that globalization has led to individualistic communities which do not care for community solidarity and helping the community members who are needy and vulnerable. More and more people are becoming individualistic and communities are becoming capitalistic. The standards of living are becoming high and people may not contribute as much as they used to. Fears concerning the approach are also felt in terms of lack of an engagement and disengagement policy as there is no clearly defined strategy on plans of engagement and disengagement and this can undo the efforts already rooted in transforming the community.

There are fears that lack of comprehensive documentation on the approach can lead to lack of donor funding for the implementation and also the expansion of the St. Martin approach to other areas due to a lack of proper understanding of the approach. There are also fears for the future of



the approach in terms of the emergence of a generation that will not fully understand the process of establishing and implementing the approach which will render some aspects of the approach irrelevant. The place of spirituality for the approach in the future is also a concern as well as the lack of faith foundations in the future society will mean that the use of the word 'St. Martin' (not the content but the word in itself) in the approach may not be appealing to that society.

## **4.2 Recommendations**

In light of the evaluation findings and results, the following recommendations have been synthesized and are proposed so as to advise and inform the future endeavours of the St. Martin approach;

### **✓ Recommendations for Effectiveness**

- To increase the innovation in the St. Martin approach's activities, there should be an integration of new activities which incorporate the use of technology for knowledge and data management.
- The staff members of St. Martin CSA should be included in brainstorming new ideas based on new upcoming and dynamic trends in today's society in a bid to ensure that the approach's activities are innovative.
- The staff should be continuously trained on the approach. Training should also focus on other aspects of the approach such as skills on interpersonal relations.
- There should be clear indications on the training therefore, a capacity development plan which involves and focuses on the staff should be developed.
- The traineeship program should be assessed so as to establish its effectiveness in enhancing the approach.
- Caution should be taken to ensure that the focus on achieving the goals and objectives of the four main programmes of the approach does not overshadow the achievement of the broader organizational goals and objectives.
- The relevance of the St. Martin approach should be assessed from the point of view of the community members since the TOR focused on the organization's mission and vision.

### **✓ Recommendations on Impact**

- Comprehensive documentation of the beneficiaries should be developed so as to ascertain the number of beneficiaries that the approach reaches out to periodically such as annually or as otherwise determined by the organization. This will be essential for references purposes and avoid assumptions.

- The organization should endeavor to formulate a framework on how the beneficiary cases are selected and dealt with for all the programmes. Therefore, a case approach framework is deemed important.
- Additionally, there should be more sensitization of the community so that they can stand on their own and deal with strands of dependency and instances of entitlement for assistance among the beneficiaries.
- There is great need to assess the volunteers' programme so as to deal with instances of perceived reasons as to why the numbers of volunteers keep dwindling and the intergenerational gap of the volunteers keeps widening.
- How issues are presented to the stakeholders determines the extent of goodwill that will be offered. Goodwill of the community should be protected and safeguarded.
- The St. Martin approach should be embedded in younger people for greater impact to be felt. This includes the formation of a St. Martin club in primary and high schools which will go a long way in ensuring the sustainability of the approach since the students become ambassadors of St. Martin and after high school, they can easily become volunteers which will enrich the volunteers' network. The youth should also be encouraged to participate in the approach.
- There should be an increased collaboration of county administrators such as the chiefs so that they can mobilize community members to attend forums such as training, meetings or forums on the approach. These forums can be held quarterly so that a greater impact of the approach can be created and also ease the burden on the volunteers. From the forum, for instance, when about thirty community members are trained, they can train other thirty community members who did not attend the forum. This means that the two or three volunteers in an area are not tasked with informing all the community members in that area.
- The organization should also consider reimbursement of the costs implications of the approach on the volunteers. This is also a motivating factor for the volunteers who also deal with instances of the high costs of living currently faced in today's society.
- An engagement and disengagement/exit plan and strategies should be formulated and documented so as to ensure that the engagement and disengagement of programmes do not have negative impacts on the efforts to bring about the transformation of communities in the long run.
- More secondary stakeholders should be encouraged to become more engaged in the professional formation of the beneficiaries. For instance, businesspersons can mentor and coach some of the beneficiaries willing to get in to be business but do not have the skills to do so. This would enhance the knowledge received from the training from St. Martin CSA.
- There should be a defined way of stabilizing institutions such as special schools so as to strengthen them. This will help in sharing the load with St. Martin CSA and also ensure smooth engagement and disengagement of programmes when the time to do so comes.

- An assessment should be done on the IGAs and their economic impact in the lives of the community members.

✓ **Recommendations on Lessons Learnt**

- Each programme should document in detail the lessons learnt on the organizational level which should then be compiled in a single document for reference purposes. This would help to further safeguard the approach.

✓ **Recommendations on Understanding of the Approach**

- Documentation of the approach methodology is needed to make it into a clearly defined strategy with structured steps of implementation that are clear. This will also expose the approach to a wider global discourse in which improvements can be done based on emerging trends in society.
- The organization should strongly consider streamlining the approach through the development of a comprehensive framework with a clear methodology of work of the implementation of the approach's activities. This will help to save time and finances in the implementation of activities since a structure will be put in place to guide the approach. The suggested framework should consider the matrix below;

**Table 4.1: Matrix on factors to be considered in the development of a St. Martin Approach Framework**

Approach focus	Priority	Guiding Questions	Approach Outcomes	Priority
Approach Agenda		<ul style="list-style-type: none"> <li>i. What does the transformative agenda answer?</li> <li>ii. What is the agenda an answer to?</li> </ul>	A. Focused Approach Agenda	
Values and Principles		<ul style="list-style-type: none"> <li>iii. What are the most important values and principles of the approach?</li> </ul>		
Concepts of the approach		<ul style="list-style-type: none"> <li>iv. What are the main concepts of the approach?</li> </ul>	B. Engagement of Stakeholders	
Methods of the approach		<ul style="list-style-type: none"> <li>v. What are the main methods used to implement the approach?</li> <li>vi. What steps are taken in the implementation of the approach?</li> <li>vii. Are there levels to the achievement of the steps indicated above- for instance, step 1-3 refer to Level 1 of the approach</li> <li>viii. How are the levels defined- for instance, Level 1 is the community entrance level</li> </ul>		
Tools of the approach		<ul style="list-style-type: none"> <li>ix. What are the tools used to achieve the objectives of an activity (long term and short term objectives)</li> <li>x. Can the tools be used across the board for all programmes?</li> <li>xi. Which tools are best used for each programme?</li> </ul>		
Building blocks of the approach		<ul style="list-style-type: none"> <li>xii. What are the building blocks of the approach?</li> <li>xiii. Why are they considered as the building blocks?</li> </ul>	D. Direction of the approach	

- It is also recommended that the organization should consider whether to change the name of the approach so as to accommodate a wider variety of audiences who are not faith-based without losing the identity of the approach.
- There should be a clear communication channel for volunteers to air their grievances.
- There should be certificates awarded to those who attend training on different programmes organized by St. Martin CSA. This would serve as a way of motivating the participants such as the volunteers.

## **ANNEX**

The following instruments are attached:

1. Discussion guide for programme heads
2. Discussion guide for organization's leadership
3. Discussion guide for associates
4. Discussion guide for approach beneficiaries
5. Discussion guide for approach volunteers
6. Discussion guide for management committees
7. Questionnaire for the department and field staff
8. Questionnaire for community mobilization department
9. Questionnaire for Public relations department
10. Discussion guide for approach secondary stakeholders
11. Data collection work plan

## Key Informant Discussion Guide: For Programme Heads

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. Probes and interviewer instructions are in bold text and enclosed in brackets.
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Objective 1: Effectiveness

1. What is the St. Martin's Approach all about? (**Probe: general overview and specific details of the approach**)
2. Are the activities involved in approach implementation innovative?
3. How relevant is the approach in the achievement of the organization's mission and vision?
4. To what extent has the approach contributed to the achievement of the programme's goals and objectives?
5. To what extent does the approach address the needs of the beneficiary populations?

##### Objective 2: Impact on the lives of the people

1. How many beneficiaries are reached out to annually?
2. What is the social impact of the St. Martin's approach? (**Probe on impact at individual, community and institutional levels**)
3. What was the economic impact of the St. Martin's approach? (**Probe on impact at individual, community and institutional levels**)
4. Have there been any changes in technical knowhow (skills, knowledge and expertise) of the approach? (**Probe on impact at individual, community and institutional levels**)

5. Have there been any positive unexpected changes in implementation of the approach?
6. What factors are likely to have contributed to successful achievement of expected impact results?
7. Have there been any negative unexpected changes in implementation of the approach?
8. What barriers hindered achievement of expected output, outcome and impact results?

### **Objective 3: Potential for replication and adaptability**

1. What are the lessons learnt from this approach?
2. Can what has been learnt be carried in to future projects or approaches?
3. How can you compare the approach with other approaches in social development?  
**(Probe in comparison to approaches such as Sasa! Faith)**

### **Objective 4: Understanding of the approach**

1. What is the extent of your involvement in the St. Martin's approach?
2. Are you satisfied with the level of involvement?
3. Is there training provided to understand the approach better? **(Probe on type of training provided)**
4. What are your expectations about the St. Martin's approach? **(Probe on also on future expectations)**
5. What are your fears about the St. Martin's approach?
6. What are the strengths and weaknesses of the St. Martin approach?



## Key Informant Discussion Guide: For Organization's Leadership

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. Probes and interviewer instructions are in bold text and enclosed in brackets.
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Objective 1: Effectiveness

1. What is the St. Martin's Approach all about? (**Probe: general overview and specific details of the approach: background, history**)
2. Why did you choose this approach? (**Probe on customization of the approach-why did they go for customization and not adopt other approaches used in other projects/programmes?**)
3. How relevant is the approach in the achievement of the organization's mission and vision?
4. To what extent has the approach contributed to the achievement of the organization's goals and objectives? (**Probe on short, medium and long term objectives**)
5. Are the activities involved in the approach implementation innovative?
6. How have you invested in the approach?
7. What support structures have been put in place for the approach? (**Probe on how the support structures operate**)
8. Is there a policy framework put in place in the organization? (**Probe on the evolvement of the framework and how it operates in relation to the approach**)
9. To what extent do the inputs and outputs of the approach meet expected standards? (**Probe on the efficiency of the approach**)

## **Objective 2: Impact on the lives of the people**

1. To what extent does the approach address the needs of the beneficiary populations?
2. How many beneficiaries are reached out to annually?
3. What is the social impact of the St. Martin's approach? (**Probe on impact at individual, community and institutional levels**)
4. What was the economic impact of the St. Martin's approach? (**Probe on impact at individual, community and institutional levels**)
5. Have there been any changes in technical knowhow (skills, knowledge and expertise) of the approach? (**Probe on impact at individual, community and institutional levels**)
6. Have there been any positive unexpected changes in implementation of the approach?
7. What factors are likely to have contributed to successful achievement of expected impact results?

## **Objective 3: Potential for replication and adaptability**

1. What are the lessons learnt from this approach?
2. Can what has been learnt be carried in to future projects or approaches?

## **Objective 4: Understanding of the approach**

1. What is the extent of your involvement in the St. Martin's approach?
2. Are you satisfied with the level of involvement?
3. Is there training provided to understand the approach better? (**Probe on also on type of training provided**)
4. What are your expectations about the St. Martin's approach? (**Probe on also on future expectations**)
5. What are your fears about the St. Martin's approach?
6. What are the strengths and weaknesses of the St. Martin approach?

## Key Informant Discussion Guide: For Associates

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. Probes and interviewer instructions are in bold text and enclosed in brackets.
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Part one: Overview of the Approach

1. Kindly explain the extent of the reciprocal relationship that exists between your organization and St. Martin CSA (**Probe on the historical background of the association between the organizations and how values meld in to each other**)
2. In your opinion, what is the St. Martin's Approach all about? (**Explore and gain in depth information**)
3. What is the extent of your organization's involvement in the St. Martin's approach? Are you satisfied with the level of involvement?
4. Is your association with the St. Martin approach managed well - strategically, programmatically, and operationally? (**Explore and gain in depth information**)
5. What is the influence of your organization's involvement on the St. Martin's approach?
6. To what extent do the activities of St. Martin's approach blend or merge with your own organization's activities?
7. What is the most significant benefit you have experienced from this approach?

##### Part two: Impact on the lives of the people

1. To what extent does the approach address the needs of the beneficiary populations?

2. To what extent does the approach address the needs of your organization in particular in relation to achieving your organization's mission and vision?
3. Are there aspects of the St. Martin's approach that your organization has adopted? Kindly explain the aspects and their effects on your organization- both positive and negative. Why do you single out those aspects?
4. How has St. Martin influenced your organization?
5. How has St. Martin influenced your community?

### **Part three: Recommendations and way forward**

1. What could have been done differently to ensure that the approach had a greater impact?
2. What would you recommend for future similar approaches based on your experience with this approach?

## Interview Guide: For Beneficiaries

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. Probes and interviewer instructions are in bold text and enclosed in brackets.
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Part one: Overview of the Project

1. What is the St. Martin's Approach all about? (**Explore and gain in depth information**)

##### Part two: Impact on the lives of the people

1. To what extent does the approach address the needs of the beneficiary populations?
2. To what extent does the approach address your needs in particular?
3. What specific aspects of your life would you say have been changed positively and profoundly by St. Martin's approach? How? Why do you single out those aspects?
4. How has St. Martin influenced you as an individual?
5. How has St. Martin influenced your family?
6. How has St. Martin influenced your community?

##### Part three: Recommendations and way forward

1. What could have been done differently to ensure that the approach had a greater impact?
2. What is the most significant benefit you have experienced from this approach?
3. What would you recommend for future similar approaches based on your experience with this approach?

## Focus Discussion Guide: For Volunteers

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded in a notebook.
2. The interview should probe for answers for all questions
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Part one: Overview of the Project

1. What is the St. Martin's Approach all about? (**Explore and gain in depth information**)

##### Part two: Impact on the lives of the people

1. To what extent does the approach address the needs of the beneficiary populations?
2. To what extent does the approach address your needs in particular?
3. What specific aspects of your life would you say have been changed positively and profoundly by St. Martin's approach? How? Why do you single out those aspects?
4. How has St. Martin influenced your community?

##### Part three: Recommendations and way forward

1. What could have been done differently to ensure that the approach had a greater impact?
2. What is the most significant benefit you have experienced from this approach?
3. What would you recommend for future similar approaches based on your experience with this approach?

## Focus Discussion Guide: For Management Committees

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. The interview should probe for answers for all questions
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Part one: Overview of the approach

1. What is the St. Martin's Approach all about? (**Explore and gain in depth information**)
2. To what extent are the approach's activities relevant to achievement of the programme's goals and objectives?
3. To what extent are the approach's activities innovative to achievement of programme's goals and objectives?
4. In what ways does the committee plan programme activities (**Additionally, probe on monitoring and evaluation of the activities**)
5. How does the committee oversee the work of staff? How does this help in ensuring effectiveness of the approach?

##### Part two: Impact on the lives of the people

1. To what extent does the approach address the needs of the beneficiary populations?
2. What specific aspects of the beneficiaries' life would you say have been changed positively and profoundly by St. Martin's approach? How? Why do you single out those aspects?
3. To what extent does the approach address community needs in particular?
4. How has St. Martin influenced your community?

### **Part three: Recommendations and way forward**

1. What could have been done differently to ensure that the approach had a greater impact?
2. What is the most significant benefit you have experienced from this approach?
3. What would you recommend for future similar approaches based on your experience with this approach?



**Questionnaire: For Department and field staff**

Evaluation of the St. Martin Approach

**Instructions**

1. Kindly tick the following in the appropriate box with respect to what applies to your organization.

**Questions**

**Objective 1: Effectiveness**

1. Are the activities involved in approach implementation innovative?

Yes ( ) No ( )

Please explain your answer above

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2. Is the St. Martin approach relevant in the achievement of the organization's mission and vision?

Yes ( ) No ( )

Please explain your answer above

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3. Has the St. Martin's approach contributed to the achievement of the organization's goals and objectives?

Yes ( ) No ( )

Please explain your answer above

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4. Does the approach address the needs of the beneficiary populations?

Yes ( ) No ( )

Please explain your answer above

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5. Kindly explain the extent to which the stated objectives of the approach are being achieved?

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## Objective 2: Impact on the lives of the people

### Instructions

Kindly tick the following in the appropriate box with respect to what applies to your organization.

1. Is there a social impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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2. Is there a social impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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3. Is there a social impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )

Please explain your answer above

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4. Is there an economic impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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5. Is there an economic impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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6. Is there an economic impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )

Please explain your answer above

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7. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the individual level for the beneficiaries?

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8. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at community level?

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9. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the institutional level?

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10. Does the approach reach out to different beneficiary populations annually

Yes ( ) No ( )

If yes, kindly give examples of the different beneficiaries

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11. Have there been any positive unexpected changes in implementation of the approach?
12. What factors are likely to have contributed to successful achievement of expected impact results?
13. Have there been any negative unexpected changes in implementation of the approach?
14. What barriers hinder achievement of expected output, outcome and impact results?

### **Objective 3: Potential for replication and adaptability**

1. What are the lessons learnt from this approach?
2. Can what has been learnt be carried in to future projects or approaches?

### **Objective 4: Understanding of the approach**

1. What is the extent of your involvement in the St. Martin's approach?
2. Are you satisfied with the level of involvement?
3. Is there training provided to understand the approach better?
4. What are your expectations about the St. Martin's approach?
5. What are your fears about the St. Martin's approach?
6. What are the strengths and weaknesses of the approach?

**Questionnaire: For Community Mobilization Department**

Evaluation of the St. Martin Approach

**Instructions**

Kindly tick the following in the appropriate box with respect to what applies to your organization.

**Questions**

**Objective 1: Effectiveness**

1. Are the activities involved in approach implementation innovative?

Yes ( ) No ( )

Please explain your answer above

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2. Is the St. Martin approach relevant in the achievement of the organization's mission and vision?

Yes ( ) No ( )

Please explain your answer above

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3. Has the St. Martin's approach contributed to the achievement of the organization's goals and objectives?

Yes ( ) No ( )

Please explain your answer above

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4. Does the approach address the needs of the beneficiary populations?

Yes ( ) No ( )

Please explain your answer above

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5. What additional information can you provide on the effectiveness of the approach?  
**(Probe on how mobilization takes place, identification and support of beneficiaries, and the department's contribution in achieving approach's goals and objectives).**

**Objective 2: Impact on the lives of the people**

**Instructions**

Kindly tick the following in the appropriate box with respect to what applies to your department.

1. Is there a social impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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2. Is there a social impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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3. Is there a social impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )

Please explain your answer above

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4. Is there an economic impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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5. Is there an economic impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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6. Is there an economic impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )



Please explain your answer above

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7. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the individual level for the beneficiaries?

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8. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at community level?

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9. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the institutional level?

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10. Does the approach reach out to different beneficiary populations annually

Yes ( ) No ( )

If yes, kindly give examples of the different beneficiaries

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11. Have there been any positive unexpected changes in community mobilization in relation to the approach?
12. What factors are likely to have contributed to successful achievement of expected impact results?
13. Have there been any negative unexpected changes in community mobilization in relation to the approach?
14. What barriers hinder achievement of expected output, outcome and impact results?

### **Objective 3: Potential for replication and adaptability**

1. What are the lessons learnt from this approach?
2. Can what has been learnt be carried/applied in to future projects or approaches?

### **Objective 4: Understanding of the approach**

1. What is the extent of your involvement in the St. Martin's approach?
2. Are you satisfied with the level of involvement?
3. Is there training provided to understand the approach better?
4. What are your expectations about the St. Martin's approach?
5. What are your fears about the St. Martin's approach?
6. What are the strengths and weaknesses of the approach?

**Questionnaire: For Public Relations Department**

Evaluation of the St. Martin Approach

**Instructions**

Kindly tick the following in the appropriate box with respect to what applies to your organization.

**Questions**

**Objective 1: Effectiveness**

1. Are the activities involved in approach implementation innovative?

Yes ( ) No ( )

Please explain your answer above

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2. Is the St. Martin approach relevant in the achievement of the organization's mission and vision?

Yes ( ) No ( )

Please explain your answer above

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3. Has the St. Martin's approach contributed to the achievement of the organization's goals and objectives?

Yes ( ) No ( )

Please explain your answer above

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4. Does the approach address the needs of the beneficiary populations?

Yes ( ) No ( )

Please explain your answer above

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5. What additional information can you provide on the effectiveness of the approach?  
**(Probe on public relations, activities of the department and its contribution in achieving approach's goals and objectives).**

## Objective 2: Impact on the lives of the people

### Instructions

Kindly tick the following in the appropriate box with respect to what applies to your department.

1. Is there a social impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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2. Is there a social impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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3. Is there a social impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )

Please explain your answer above

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4. Is there an economic impact of the St. Martin's approach at the individual level for the beneficiaries?

Yes ( ) No ( )

Please explain your answer above

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5. Is there an economic impact of the St. Martin's approach at the community level?

Yes ( ) No ( )

Please explain your answer above

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6. Is there an economic impact of the St. Martin's approach at institutional level?

Yes ( ) No ( )

Please explain your answer above

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7. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the individual level for the beneficiaries?

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8. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at community level?

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9. What are the changes in technical knowhow (skills, knowledge and expertise) of the approach at the institutional level?

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10. Does the approach reach out to different beneficiary populations annually

Yes ( ) No ( )

If yes, kindly give examples of the different beneficiaries

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11. Have there been any positive unexpected changes in implementation of the approach?
12. What factors are likely to have contributed to successful achievement of expected impact results?
13. Have there been any negative unexpected changes in implementation of the approach?
14. What barriers hindered achievement of expected output, outcome and impact results?

### **Objective 3: Potential for replication and adaptability**

1. What are the lessons learnt from this approach?
2. Can what has been learnt be carried in to future projects or approaches?

### **Objective 4: Understanding of the approach**

1. What is the extent of your involvement in the St. Martin's approach?
2. Are you satisfied with the level of involvement?
3. Is there training provided to understand the approach better?
4. What are your expectations about the St. Martin's approach from a public relations perspective?
5. What are your fears about the St. Martin's approach?
6. What are the strengths and weaknesses of the approach?

## Discussion Guide: For Secondary Stakeholders

### Evaluation of the St. Martin Approach

#### Instructions

1. All discussions to be recorded using a voice recorder and a notebook.
2. The interviewer should probe for answers for all questions
3. Discussions will be as detailed as necessary hence these questions are merely guidelines to direct the discussion.

#### Questions

##### Part one: Overview of the approach

1. What is the St. Martin's Approach all about? (**Explore and gain in depth information**)
2. To what extent do you participate in the implementation of the St. Martin's approach?  
What is your contribution in the approach?
3. How do you think your participation in the approach assists your community?
4. To what extent are the approach's activities efficient in meeting the needs of the community?
5. To what extent are the approach's activities relevant in meeting the needs of the community?
6. To what extent are the approach's activities innovative in meeting the needs of the community?

##### Part two: Impact on the lives of the people

1. To what extent does the approach address the needs of the beneficiary populations?
2. What specific aspects of the beneficiaries' life would you say have been changed positively and profoundly by St. Martin's approach? How? Why do you single out those aspects?



3. To what extent does the approach address community needs in particular?
4. How has St. Martin influenced your community?
5. In your own opinion, are the changes brought about by St. Martin sustainable in the community?

### **Part three: Recommendations and way forward**

1. What could have been done differently to ensure that the approach had a greater impact?
2. What is the most significant benefit you have experienced from this approach?
3. What would you recommend for future similar approaches based on your experience with this approach?

## Data Collection Work Plan

### Evaluation of the St. Martin Approach

Date	Time	Category	Name	Mode	Venue	Remarks
5 <sup>th</sup> Feb	10.00	Church leader	Rev Gatonye	interview	St. Martin	
	10.00am	Community	Oljororok zone	interviews	Oljoro orok chief's office	6 pax
	11.00am	Community	Ngano zone	Interviews	Assist. Chief's office (Ngatha)	8 pax
	12.00	Priest:	Fr. Kariuki	Interview	Ngano Catholic church	1 pax
6 <sup>th</sup> Feb	8.30am	Admin	Thomas Kihara	Individual interview	Office	
	10.00 am	Community	Muhotetu zone	interviews	Karaba Catholic. Church	Approx. 10 pax
	10.00 am	Priest & Ambassadors		interviews	Mutanga Catholic	3 pax
	10.00	Chief & community		interviews	Mutanga Chief's office	3
7 <sup>th</sup> Feb	8.30am	Admin	James Njoroge	Individual interview	Office	
	9.30	Coord	John Wachira	Individual interview	Library	
	11.30		Simon Maina	Individual interview	Library	
	2.00pm		Dennis Wanjala	Individual interview	Library	
	3.30		Joseph Gakunga	Individual interview	Library	
	10.00am	Community	Igwamiti zone	Interview	Boiman Catholic	16
8 <sup>th</sup> Feb	10.00am	Community	Olmoran zone	Interviews	Catholic church	11
	11.00	Mgt	Gladys Lang'at	FGD	Library	

			John Mukaru			
	2.30	Associates	Talithakum Sr. Redemptor Lee Oluoch	FGD	TalithaKum	
9 <sup>th</sup> Feb.	10.00	Community	Mochongoi zone	Interviews		
11 <sup>th</sup> Feb	11.30am	Associates	Larche Kenya Shalet/Maurice Joseph Wanjohi	FGD	L'Arche Kenya	
12 <sup>th</sup> Feb	10.00	Mgt	ShaabanNgojangoja	Individual interview	Oljabet	
	10.00	Community	Marmanet zone	Interviews		
13 <sup>th</sup> Feb	10.00am		Albert Githuku	Individual interview	Kinamba office	
	10.00	Community	Kinamba zone	Interviews		
14 <sup>th</sup> Feb	8.30	Trustees	Fr. Mariano	Individual interview	Office	
	1.030	Associates	PierinoMartinelli	Individual interview	Library	
	3.00	Board	Stephen Gikonyo Dr. Raphael Kang'ethe	FGD	Library	
15 <sup>th</sup> Feb	8.30	CMD	Paul Kariuki Benson Mbuthia	FGD	Library	
	10.00	Community	Mailinne zone			
	3.30	Admin	Samuel Murage Daniel Mutahi Paul Mathubi	FGD	Meeting room	
16 <sup>th</sup> Feb	10.00	Community	Sipili zone			