

FPFK Peace and Rights Programme

End of Term Evaluation



By



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Acronyms and Abbreviations

FGD	Focus Groups Discussions
FPE	Free Primary Education
PPFK	Free Pentecostal Fellowship in Kenya
KDF	Kenya Defence Forces
KII	Key Informants Interviews
KTC	Kipsongo Training Centre
MCA	Member of County Assembly
M&E	Monitoring and Evaluation
MSC	Most Significant Change
RCC	Regional Church Council
TAABCO	Transforming, Analysing, Accompanying and Building Change Organizations
ToT	Training of Trainers

Executive Summary

The end of term evaluation report is divided into two sections. First the Peace and Rights Programme in Mt. Elgon and the second the Kipsongo Training Centre. These reports are presented separately although interrelated. The words programme and projects are used interchangeably to mean the arrangement for peace and rights interventions.

In this section of the report presents a summary of the end of term evaluation process for the Peace and Rights Programme in Mt. Elgon region of Bungoma County and parts of Trans Nzoia County-Kenya. The evaluation was undertaken between 4th December 2013 and 23rd December 2013. The consultants examined to establish relevancy, effectiveness in implementation, efficiency in resources use, recorded achievements, the challenges encountered and sustainability of the programme and lessons learnt during the programme period as per ToR.

The objectives of the end of term evaluation included;

To determine the relevance and effectiveness of the programme implementation in terms of realization of the intended results, the efficiency of resources use and recorded achievements. The evaluation further identified challenges encountered during implementation and assessed the sustainability of the peace and rights programme. In the exercise the consultants recorded lessons learnt in the implementation of the programme. As per ToR the consultants also evaluated the link between the peace and rights programme and Kipsongo Training Centre in terms of KTC contribution to Peace and Rights.

Structure of the report: The report is divided into chapters as follows;

Chapter one covers background of the Peace and Rights Programme. Chapter two covers methodology and approach. Chapter three is the presentation of findings. Chapter four covers conclusions and recommendations.

Key Findings

The key findings of the report are;

Relevance: The PYM AID Peace and Rights components of the project were purposed to mitigate through peace building, dialogue and reconciliation to bring harmony, tringuality and, understanding between community groupings to enhance equitable sharing of resources based on the community perception of the importance of peace and respect for human rights. Throughout this implementation period 2009-2013, the programme has remained relevant and continues to be given that peace is a process that requires time for it to be embraced by all parties in the conflicts. The achievement can be measured to be 60% so far as revealed by the number of household that

have resettled in their former homes. At least 300 families from Kopsiro, Kaptama and Cheptais have since returned to their homes.

Validity of the programme design: The Peace and Rights initiative of the FPFK programme does complement government efforts in ensuring that communities in the region live together in harmony and observe the tenets of human rights as enshrined in the constitution (Bill of Rights). From observations during field visits, peace is slowly returning in the region of study and residents are observing human rights and willing to practice **do no harm**. This is evidenced in overwhelming attendance at gatherings and formation of working groups among the communities.

Effectiveness of the implementation (Results) of the programme: The programme aimed to equip Community Faith Based Leaders with basic knowledge, skills and tools of undertaking Peace Building. Through the trained ToTs the evaluators established that the communities have internalized the values of peace and coexistence. The combatants have formed CBOs for development. The indigenous community Rights have been observed by facilitation of access to basic education by children of the Ogiek community and resettlement. This is evidenced in data and information obtained through KIIs and FGDs and interviews with government agencies in the target areas. So far 6 six public schools were constructed in the region to accommodate the children 16 classrooms were constructed in 5 schools in 2012 alone. In the same year 8,377 people were inducted into peace agreements mechanisms and the structures for conflict resolution. 417 clan elders were reached for dialogue and co-existence of the communities. In the period, 12 women groups were trained and provided with seed capital to commence income activities.

Efficiency of Resources use: In this section, resources such as, finances, human resources time expertise, facilities and operational materials allocated to the programme were analyzed to confirm or establish whether efficiently used to achieve desired outcomes.

The finance resource use was efficient as shown by the physical audit of the project documents and the annual audit reports from external auditors of the organization.

In terms of human resources the project has seven staff each holding a performance area that is critical to the programme. From the observation the staff complemented one another effectively and efficiently. The operations remained cost effective.

Achievements: High levels of awareness on the importance of Peace and co-existence among the communities in the target region measured by the level of participation by communities in joint meetings and deliberations that focus on group development and exchange of ideas; adequate knowledge and skills of peace building among Faith Based Leaders in the region and the realization of interdependence among communities; Recognition of women, children and indigenous Sabao community rights by leaders including government administrators and observance of the same in transactions.

Key Recommendations: The consultants recommend as follows: Embrace A.V.P (Alternative to Violent Practices); Enhance the implementations of the Mabanga Peace Accord; Address the rights of children and women in the community; Build capacities of clan elders to check anti-social behaviour; Ensure total rehabilitation and reintegration of the ex-militia; Address generational gap between the youth and elders in the community. This being an end of term evaluation, it is expected that the actors in the programme will enhance the gains made through continued advocacy and dialogue among the target communities.

CHAPTER ONE

1.0 Background Information and Profile of the target area

1.1 Geography, History, and the Economy

Geography and Population

Mt. Elgon district is one of the districts in the former western province and is located on the south eastern slopes of Mt. Elgon, in Bungoma County, bordering Trans Nzoia County to the east, and Uganda to the west. It covers an area of 944.3 Km² of which 609.6 Km² of the land is made up of gazetted forestland. The sub County has four administrative divisions which include Cheptais with a population of 48,163, Kapsokwony with 29,480, Kopsiro with 55,957 and Kaptama 28,710. The sub County headquarters is at Kapsokwony whereas Cheptais acts as the main economic centre. According to the (1999 census) the sub County has a population of 162,310 (2.3% growth rate) and a population of 166,088 as per the population projection for the year 2007. The peace, gender rights, and indigenous rights Programme additionally covers two divisions which were plagued by conflict. These are Saboti Sub County in Trans-Nzoia County and Endebbes in Kwanza Sub County. The main land formation in the region is geographically influenced by the Mt. Elgon which slopes gently through the area with a terrain that rises from 1,800m above sea level to about 4310m. Rainfall and temperatures are greatly influenced by the mountain. The rainfall received in the region ranges from 1,400mm to over 1,800mm per annum and is fairly distributed in the region. The temperature varies between 14°C and 24°C.

1.1.1 History and Social setup

Mt. Elgon Region has had a long and chequered history. The original inhabitants of the region were the Sabaots who are a Nilotic group closely related to Kalenjin and the Maasai. Before colonization the Sabaots who were pastoralist roamed the whole of the Trans Nzoia and Mt. Elgon region. At the onset of colonialism their land was alienated by the white settlers and they were expelled and dispersed to Uganda, Pokot, Maasailand and Tanzania. This dispersion deprived the Sabaot community of their only form of livelihood- (pastoralism). During the colonial era, other communities began to move into Trans Nzoia to work in the white farms notably the Bukusu community. When Kenya attained her independence from colonial rule in 1963 many of the communities squatting in white farms bought land in Trans Nzoia and the many land settlement schemes initiated in the region did not take into account the indigenous land rights of the Sabaot community. Therefore when the Sabaot began coming back from forced exile they found their land

occupied leading to landlessness to majority of their population. In the meanwhile many Sabaot people had settled on the upper region of Mt. Elgon. In 1965 the government made a decision to settle the Sabaot on designated land in lower grounds (Chebyuk settlement scheme.) This decision began to be implemented in 1971, the area was earmarked for Chepkitale people but other people were still coming from exile and many more that had come earlier were still landless leading to the first signs of competition for land and gradual development of the conflict. Generally the settlement process was flawed characterized by delays, corruption and incompetence by the government officials, further fanning tension and suspicious among the community. While recent conflicts in Mt. Elgon were intensified by the aftermath of the closely contested elections of December 2007 whose results were disputed leading to widespread violence in Kenya, it is important to note that the conflict had been on-going from December 2006 following a dispute between the Soy and Mosop clans of Sabaot community in Mt. Elgon over a government resettlement programme. The crisis was infuriated by politicians and eventually a well-organized quasi-military outfit the Sabaot Land Defence Forces (SLDF) entered the scene. The well organized group which had good supply of arms and training has been blamed for majority of deaths in the area and for committing atrocities against the residents. There have been various violent conflicts in Mt Elgon. Conflicts were witnessed in 1963, 1975, 1983, 1987, 1992, 1997, 2006 and the most recent one in 2007. This was the worst violence visited on the people of the region and left about 600 people dead, over 84,000people displaced and many human rights abuses mated on the local people. The violence was quelled by a military operation in the area and a relative calm returned. Although semblance of law and order has been restored after a military operation by the government to flush out members of SLDF the devastating effects of the conflict continue to be exhibited. People are now beginning to return to rebuild their lives after their homes were destroyed in the conflict. But even as people return there is need to implement measures to consolidate peace and create an environment which deters the emergence or escalation of new tensions while seeking to settle, or transform existing conflicts. Meanwhile the physical means and unresolved land issues that can resort to new round of violence still remain in place.

1.1.2 The Economy

The region's economy is predominantly agricultural. The climate of the region is favourable for a wide region of agricultural and livestock production activities which account for about 90% of economic activities. The region has potential for agro-based industries whose resource bases can be

major crops like maize, coffee and wheat etc. The cool temperate climate is also ideal for development of dairy industry.

1.1.3 Target Area Characteristics

The terrain of the district rises from 1,800 above sea level in the south to about 4,310 in the north. The main land formation is the Mt. Elgon which slopes gently through areas around the Southern and central parts and rising abruptly in undulating characteristics to form cliffs which rise up to 70 metres in height and are dissected by deep river gorges with frequent water falls. The Sub County receives a bimodal type of rainfall. Long rains come between March and June and the short rains from September to November. However, there is no clear distinction between the rain seasons. Rainfall received is moderate and increases from less than 1,400mm to over 1,800mm per annum and is fairly distributed in the Sub County. The temperature varies with relief of the area and decreases with increase in altitude. The temperature varies between 14 degrees and 24 degrees with the lower altitude experiencing a higher temperature. The high elevations of Mt. Elgon also contribute to the temperature moderation and the cool temperature in the Sub County.

1.1.4 Settlement Patterns

The Sub County settlement patterns deposit that 69 per cent of the Sub County is covered by the forest, while only 31 per cent is occupied by human settlements, concentrated in the urban centers of Cheptais, Kapsokwony, Kaptama, Kopsiro and Kapkateny. In general, human settlements are concentrated in lower regions of the Sub County. Kopsiro Division has the highest population density in the Sub County with 200 persons per Km² while Cheptais Division is second with 193 persons per Km². the lowest is Kapsokwony with 103, followed by Kaptama with 122.

1.1.5 Population growth

The district had a population of 162,310 in 1999. The population profile of Mt. Elgon depicts a predominantly rural population with 80 per cent of the population in the rural areas and practicing farming as the main occupation. The population of the Sub County was projected to increase to 166,988 by the year 2008, assuming a growth rate of 2.3 per cent annum. The rapidly increasing population if not checked will impact negatively on the Sub County' ability to feed,

educate, provide healthcare and shelter. Already there is pressure on land for agriculture and settlement, which has seen the encroachment of the forest by human and livestock activities, and land clashes in the Sub County. The area is inhabited by the Sabaot people; the group comprises the Dorobo, the Soy, the Bongomek, the Sebei and the Koony. Other surrounding communities are the Bukusu, the Teso, Turkana and the Pokot.

1.1.6 Female in Reproductive Age Group (15-49 years): The female age cohort 15 represents the female reproductive age. This age group is projected to increasing to 35,839 in 2008. This group represents 21.6 per cent of the total population. Given a total fertility rate of 6, there is potential for rapid population increase during the plan period. This situation calls for increased maternal and child health care as well as measures for reducing the high fertility. (*Source*; Ministry of Internal Security and Immigration).

1.1.7 Peace and reconciliation

There is an FPFK project focusing that focused on clan fights around Kainuk. They had a framework developed and this aided the provision a learning process during implementation in other places. FPFK in partnership with PMU Inter life Sweden with support from SIDA and PYM Aid were actively involved in relief work in the target Sub County. The church has a strong connection with the IDPs and communities in the region. This provided goodwill for it to deal with the penetration challenges that were encountered. The Kenya Red Cross is active in the area on this subject. However, they treat this on emergency level. FPFK being a big partner of the Kenya Red Cross in emergency took up from the Red Cross to further levels of conflict resolution. There is also Tecla Lourupe Peace project which uses athletics to bring the warring communities together. This was an effective partner in the initiative.

1.1.8 Local people attitudes and the programme

Some of the communities in target area are difficult to approach and penetrate. It is assumed that the use of development approach and existence of strong churches will help win entry and acceptance into these communities. FPFK with support from SIDA and PYM has been, and still is, addressing issues of relief in these communities and therefore it is assumed that the goodwill that exists will continue.

1.1.9 Peace and Rights Programme and its context

The Peace and Rights Programme is a five-year project that started in 2009 and operated under the Free Pentecostal Fellowship in Kenya, Kitale region. The initiative was sponsored by PYM Aid. The program targeted the youth, women, elders and indigenous people in Mt. Elgon area, specifically six divisions in the counties of Bungoma and Trans-Nzoia – Cheptais, Kopsiro, Kapsokwony, Kaptama, Saboti, and Endebes.

1.1.10 Kenyan Context

Kenya has had a long history of violent conflicts that are often triggered by events such as the country's general elections. The incidences of violent conflicts in different parts of the country have been closely associated to multi-party politics that has seen the country's politics divide the communities along the ethnic lines. Some of the underlying causes of conflicts in Kenya that were identified in Justice Waki commission' report included, historical injustices that were related to inequitable distribution of land, high levels of unemployment among the youths and lack of necessary reforms within the institutions of governance among others. The country has since adopted a new constitution (Kenyan constitution 2010) that created the 47 counties and held the first elections under the constitution 2010 that ushered in the devolved governance system. Even though the 2013 elections were considered relatively peaceful in comparison to the 2007 General elections whose aftermath brought the country to the brink of collapse, the voting and the counting process that was largely characterized by mass failure of the newly acquired electronic voter identification and results transmission system and subsequent declaration of President Uhuru Kenyatta as the outright winner in the first round despite the irregularities that were unearthed during a partial vote recount left the country divided in the middle. The situation has further been worsened by the differences between the Central and the County governments that threaten to undermine the process of devolution. The Country has over the recent past witnessed deteriorating security situation that has resulted in the loss of lives of both the civilians and security personnel.

1.1.11 International Assistance

Acknowledging the resources constraints, affecting many countries seeking to implement social integration programmes, donor institutions and bilateral donors have had to make choices of programmes that best assist in the support for peace and rights related programmes particularly in Africa to enhance humanitarian assistance for community harmony, development and the attainment of dignified livelihoods by vulnerable communities.

The support comes in the form of financial as well as technical assistance. This is normally based on requests from local organizations be they NGOs or faith based for programme support in particular thematic areas. The requests are presented in detailed proposal write ups complete with attendant budgets. The support is given based on particular goals and objectives of the programme/project.

The PYM AID support for peace and rights programme under the umbrella of FPFK was approved in that light.

1.1.12 The women, youth and indigenous rights of the Sabaot community

In the African and Kenyan context, these groups are vulnerable and remain deprived access to resources which could brighten their lives.

The peace and rights programmes under FPFK supported by PYM AID recognize these facts and this informed the concept as rolled out by the P/R programme of the church.

The programme has been running for close to 5 years commencing 2009 to date. The evaluation exercise is aimed to establish the status of the programme at the end of the funding term.

1.2 Purpose of the Evaluation

The end of term evaluation on the Peace and Rights programme of PYM AID and FPFK was purposed to establish the following:

- Assess the progress and impact of the Peace and Rights on the beneficiaries and society.
- Establish the extent to which the programme has achieved the set goals and objectives as intended by the owners and sponsors.
- Establish how the knowledge, experience, reputation and motivation gained through implementation of Peace and Rights can be enhanced and replicated in the county and other stations of the church.
- Find out whether the project was implemented effectively, efficiently and whether it yielded desired outcomes as per initial aims of the programme. To also establish whether the governance structures in place aided effectively the achievement of desired results the project. And how the peace and rights project contributed to the peaceful co-existence between different communities in the target area and how this is achieved or not achieved.

The evaluation was also purposed to identify lessons learnt and the challenges encountered in the project implementation during the period under review and also identify gaps in the project design and implementation to inform the future projects of this kind.

1.2.1 The aims and goals of the Evaluation

The aims and goals of the evaluation were to assess whether the following specific objectives were achieved: To equip the community and faith – based leaders with basic tools of undertaking peace building and human rights entrenchment among the target communities; To Harness the energy of civil society groups within the target area in sustaining campaigns for peace and human rights in the target region; and To Empower women and youths to effectively participate in development.

Peace and rights Programme targeted Mt. Elgon region. This area has had a history of violent conflicts that are mainly over land resource and ethnic identity. The human rights violations had been committed by the militia groups that were led by the late Matakwei as well as the KDF security personnel that were sent to flush out the militia groups in March 2008.

1.3 Specific Objectives of the Evaluation

This end of term evaluation sought to address the following specific objectives:

1. To establish the relevance of the peace and rights program on the target communities in terms of addressing asseled needs at the beginning and the progression to a peaceful co-existence among communities and the resultant cohesion as well as the alignment of interventions for the realization of ultimate goals.
2. To determine the effectiveness of the program implementation in terms of realization of the intended objectives.
3. To determine the efficiency in the project implementation in terms of whether the results compare well with the resources employed in the programme.
4. To assess the sustainability of the peace and rights program in financial, technical and social terms.
5. To evaluate the achievements, challenges encountered, lessons learnt in the project implementation.
6. To find out the link between the peace and rights project and the Kipsongo Training Centre in terms of ownership, collaboration, benefits on both sides and their future roles in the target community.

7. Assess the contribution of KTC in peace and rights project.
8. To document the best practices that may contribute to creation of synergy and learning as well as to make recommendations for improving the future phases of the programme.

1.4 The programme relationship with the church (FPFK)

The church aims to reach communities holistically-using the social economic approach based on moral values. The church has a bias for the vulnerable, the poor and the marginalized/excluded where it ministers hope and love for them. The church runs programmes for the orphans, and vulnerable children in various parts of the country some are to be found at; Thessalia, Uzima, Kisii, Kitale (Kipsongo Centre), Nairobi and Nakuru and the disadvantaged women in crisis and situations of vulnerability. The PYM AID sponsored project activities are in tandem with the church beliefs, ethics and also geared towards the vulnerable in society. This makes the church and project actors to serve complementary roles among the communities in the target project area. Moreover the church is the project owner given the origin of the project concept and request for funding.

1.5 The FPFK Identity

The **Mission** of FPFK is to preach the word of God to all nations in preparation for the second coming of the Lord Jesus Christ by reaching out and establishing Churches which can meet the spiritual, Economic and Social needs of the people through Evangelism, Education, Training and Social-Economic activities based on Christian values.

Vision is to expand its national reach and continue to enrich the lives of our members and of communities where it operates both spiritually and physically.

Core Values are; Love, Integrity, Obedience, Humility, Unity, and Stewardship.

1.6 Programme/Project identity and profile

Area	Identity
Norwegian applicant organization:	The Pentecostal Foreign Mission of Norway (PYM)
BN, project number:	10469
Project Title:	Peace and Rights for development for the marginalized Sabaot community.
Location/Area/Country	Mount Elgon, Bungoma County, Kenya
Amounts received from PYM AID during the project period:	KES-130,722,517.(-2009-2013)
Other donors if any:	None
Contribution from Church(FPFK):	In kind through regional council oversight roles.
Project Goal: (cut paste from project document):	The rights of indigenous women and children of the Sabaot community are recognized by the target group and the decision makers. Mutual respect and peaceful co-existence will be in place as a beginning of a long-lasting peace in the target community.

CHAPTER TWO

2.0 Evaluation Methodology and Approach

The consultants adapted a descriptive survey design where both qualitative and quantitative data was collected, analyzed and interpreted to reveal the findings.

2.1 Methodology

In order to together the FPFK/PYM AID sponsored peace and rights programme activities for the last five years (5) in an empirical analysis of achievements, effectiveness, efficiency, relevance of the programme design the challenges encountered, lessons learnt and sustainability of the programme as well as recorded impact, and in order to finally determine the joint factors (determinants) that affected the project implementation during the period under review, our analysis require a rich set of data with adequate information on the actors, beneficiaries, the characteristic description of the target area, clear identification of central issues born from the initial baseline needs assessment, the recorded achievements and noted impact on the community as basic and the result.

The consultants employed a descriptive survey design where both qualitative and quantitative data was collected and analyzed to inform the evaluation findings as necessary. The process was entirely participatory where the Project Steering Committee (PSC), project co-coordinator, programmes officers, beneficiaries of the project, elders, community leaders, church regional co-coordinators, government agencies and FPFK local church leaders were sampled for the evaluation exercise.

2.2 Evaluation design

The evaluation was designed to comprise, scheduled interviews with key informants sampled from among the beneficiaries, leaders and actors within the programme, focus group discussions sampled from among beneficiaries women and youth, elders, community leaders and government agencies operating in the target area. Further data was collected from structured questionnaires both closed end and open ended that were tailored to the evaluation exercise. The questions on the questionnaires were both on qualitative and quantitative issues in each thematic area.

The consultants further developed Key Informant Interview guides for KII and guides for the Focus Group Discussions (FGDs) as appropriate. The tailor made questionnaires were administered to sampled respondents during field visits and others administered to key programme actors including the members of the Project Steering Committee and the youth and women leaders in order to find information that could corroborate the responses obtained from the programme actors and the church. The key informants were sampled from among the team leaders. The consultant used the descriptive questionnaires to gain insights into the programme activities in the target area.

This design was considered suitable because it allowed determination of the degree of influence, participation and the methods used in the training modules for each of the groups; women, youth, elders and decision makers in the region.

This method enabled the evaluators to reach a big number of respondents and also offered interactions between the actors, evaluators and the beneficiaries adequately to gain relevant information that may not have been obtained through questionnaires. This method further aid in the validation of information instantly and indirectly as to the appreciation of the programme by beneficiaries, community leaders and the government agencies on the ground.

2.3 Sampling and sample size

The consultants adapted a purposeful sampling approach where key informants, Focus Group Discussions candidates, actors, leaders of the community were targeted and constituted the universe.

The government officers on the grouped, religions leaders were sampled to corroborate the responses from the project actors and beneficiaries. Youth ex-combatants were sampled to corroborate information of rehabilitation and reintegration in the communities. In total the 167 people participated in the evaluation exercise.

2.4 Instruments for data collection

Structure questionnaires tailor made both closed end and open ended formed the core instruments for data collection. Interview guides for KII and guide for FGD too were used in the evaluation exercise. The evaluators administered the instruments personally and retired the after for ensuring they are available for data analysis.

2.5 Data collection

Data for the evaluation was collected through questionnaires, interview schedules, observations during physical visits, through guided Focus Group Discussions, guided key informant interviews. The consultants administered interviews and questionnaires personally while they facilitated the FGD, among the sampled groups.

2.6 Data Analysis

The data collected was analyzed using the following methods: - Coding data inferences, sorting data into similar and contrasting patterns, incorporating patterns in baseline study themes and developing themes into constructs for report writing. Data from the questionnaires was analyzed using the excel spread sheet. The data is interpreted and the report presented in narratives by sections and was also in terms of tables and bar graphs and still pictures.

2.7 Evaluation Approach

The consultants adapted a participatory approach through the entire process. The consultancy team was led by Gordon Kojo who is peace practioners and assisted by Mark Korir.

2.8 Field visits

To verify the activities covered by the peace and rights projects and attendant outputs, as well as to gain factual information of the programme. The consultants were facilitated to undertake field visits

to specific sampled locations to corroborate the information obtained from among the sampled universe. The consultants visited Kopsiro in Mt Elgon, Endebbes in Trans Nzoia and Kapsokwony in Mt. Elgon as sampled locations in the target area. The focus was on administration Centres to corroborate information on prevailing peace or otherwise; market places to observe interactions and economic activities as impacted by the project interventions and settlements to observe and corroborate information on apparent peace in the region.

2.9 Limitations in the Evaluation

The end of term evaluation was limited by following: -

- The terrain in the target area of study was limiting in terms of road networks.
- Some respondents were conservative with vital information that could have aided in the determination of essential activity outcomes.
- The community is generally difficult to enter and obtain information. The consultants had to use known personalities during interviews.
- Unavailable communication network especially in the mountain area inhibited some important communication to key informants.
- Time allocated for the evaluation of two projects was not adequate.
- The project did not operate on a strategic plan that would have guided the objectives.

These limitations did not adversely affect the report findings as the information obtained was well corroborated by key informants in the target area of the programme.

CHAPTER THREE

3.0 Presentation of The findings

3.1 Decision Making

Peace and Rights programme is run under the governance of the Project Steering committee (PSC) that is mandated by the Regional Church Council of Kitale to run the project on its behalf. The PSC was composed of 9 members representing the following interest groups; Regional Church Council – 2, Project Coordinator – 1, Women – 1, Non-Sabaots – 1, Ogiek -1, Sabaots-1, Sebei -1, and the Local Church -1. The PSC was constituted in line with the FPFK’ constitution (2001) providing for such bodies to consist of not more than 9 members and not less than 5 members. The PSC also had 2 representatives from the operational owner as per the constitution. The committee remained in the office for the whole project period that was beyond the 4 years but did not conduct the reappointment/ re-election as required by the constitution. The PSC reported to be discharging functions related to the Human resource management, Monitoring of the programme activities and finances, planning and budgeting and fundraising among others. The decisions of the PSC are made in consultation with the Kitale RCC which is represented on the PSC. However the PSC are appointees of the National Board of FPFK and their authority in the project emanates from the National office. The Peace and Rights Programme PSC comprises of the following skill mix; 1 teacher, 2 pastors, 1 gender specialist, 1 businessperson and community representatives. The extent to which the PSC was able to effectively discharge some of its functions was not clearly demonstrated since the constant creep in the scope of the project that was witnessed throughout the implementation period was not informed by the decisions of the steering committee. The PSC acts only on behalf of the National Board of FPFK and therefore certain decisions are referred to the National office for rectification.

Kitale RCC and the Kipsongo Training Centre’ steering committee played an important role in conceiving the project idea and putting together the project document. The project has been run under the jurisdiction of the Kitale Regional Church Council, but there were moves to have the project run from the National office though not yet finalized at the time of this end term evaluation. The RCC however expressed fears that such a move would only make the process of implementation more bureaucratic and increase the operational cost of the project at the expense of the direct program costs benefiting the intended beneficiaries. Some of the examples of the projects

that were not responsive to the needs of their local people as a result of centralized management by the National office were cited as; Thessalia project and the Bukhungu project in Kakamega.

3.2 Relevance of the Programme

The evaluators determined the relevance of the programme by assessing the extent to which the felt needs of the targeted groups were addressed by the project interventions as well as the alignment of the programme objectives to FPFK' strategic goals. The relevance was further assessed by looking at the possible synergies that were created by the Peace and Rights project, the FPFK Church and the Kipsongo Training Centre.

Peace and Rights Program was initiated in a post conflict setting to address the challenges that were still facing the communities in the Mt. Elgon region. The area had earlier on witnessed high incidences of gross violations of human rights by the militia group SLDF and later the Kenya Defence Forces that took part in an operation (Okoa Maisha) to rid the area of Militia group. Even though the violent confrontation in the area was significantly reduced by the military operation, the relationships among and within the communities occupying the six divisions in Mt. Elgon area remained broken and a number of issues that created incompatibilities in the goals of the various conflict actors in the area had been inadequately addressed. Such issues were mainly related to land (phases 2 & 3 of Chebyuk resettlement) and identity and respect for the rights of the indigenous people.

The Peace and Rights Program interventions succeeded in addressing the felt needs of the communities of Mt. Elgon region. The project managed to restore trust between the communities and in the traditional structures for peace-building, created structures and foundations for pursuit of sustainable peace in the area and built the capacities of the communities for resilience to mitigate the future shocks. This is according to information obtained through FGDs and from KIIs. The same is corroborated by government agencies in charge of the target areas. The consultants recognised that the issue of land still remains sensitive and may still require long term commitment and conflict sensitive approaches to address.

The project complements the church mission by addressing some of the socio-economic needs of the people through capacity enhancement, training and empowerment through socio-economic activities. The church appeared a trusted partner in the region having been involved in relief activities for long in the area. The project has also enjoyed the goodwill of being an initiative of the

church hence won the confidence of the various conflict actors in the region. The goodwill created by the KTC that has had a long history of rehabilitating the street children also contributed to the confidence in FPFK Kitale Region that enabled the project to secure financial support from the partner PYM Aid (NORAD via Digni). The project further benefitted from the Church facilities such as the FPFK College in Karen - Nairobi to train some of the project beneficiaries.

The area still has a number of needs that have not been met. The reconciliation process has not been properly done so as to restore the relationships between the individuals that suffered atrocities in the hands of militia groups with the aggressors. Some sections of the communities and the CBOs representing the reformed youths were still not satisfied with how the process of resettlement in Phases 2 and 3 were conducted. The issue of the youth that are still on the law enforcers wanted list still poses challenge to the process of reconciling the community and sustainable peace in the area. Indeed these youth are apprehensive and conservative with information. There needs to be a public declaration that the past is all forgiven to gain their confidence and full reintegration.

3.3 Effectiveness

The effectiveness of the project was assessed by the extent to which the intended objectives were realized. The changes in the scope of the project made it difficult, to objectively determine the levels of achievement of project' objectives.

Additional objectives that were introduced as per the annual project reports included;

1. By the End of 2013, Efficient Mechanisms for Conflict Management and Development of Understanding Between All Communities and Individuals to Ensure Sustainable Peace In Mt. Elgon Region.
2. Knowledge of and respect for, Human Rights and Community Rights amongst and by all actors improved by 2013.
3. To encourage responsibility among Community leaders in ensuring peace and respect for human rights within their community structures.
4. Boost the process of reintegrating the ex-combatants back in the community by restoring healthy family relationships and equipping them with skills to advocate for respect for human rights.
5. To ensure that all parties signatory to the peace agreements adhere to their commitments for purposes of peaceful coexistence and development in the target area.

6. To increase the young widows' ability to claim their rights, cope with other challenges associated with widowhood and contribute to conflict transformation in their areas.
7. Increase understanding of the Ogiek Community of Mt. Elgon on their Rights
8. Equip and inspire women groups and networks in Mt. Elgon region with advocacy skills for tackling challenges of conflict and human rights concerns.
9. To disseminate information on peace, youth rights, women rights, children rights, indigenous rights and general rights to the people of Mt. Elgon and others in the neighbourhoods.

(This challenge of lack of a clear results framework for the project had been raised earlier)

3.4 Impact

Peace and Rights project was found to have contributed to the peaceful coexistence among and within the different ethnic groups in Mt. Elgon area in the following ways;

Restoring hope - The project interventions such as advocacy, counselling and peacebuilding enabled the communities that had suffered both in the hands of the militia groups and the KDF to find a partner that could help restore their sense of security. The partners here are the Church and the Civil Society Organizations operating in the region. FPFK particularly has established local Churches where women and men are members of the congregations. During interactions the message of forgiveness is slowly but surely being internalized by the congregations and so are other messages on rights of women and children in the country and in the region. This is based on interviews with church leaders and the beneficiaries of the Peace and rights programme.

Restored trust in traditional structures of peace - The process of peacebuilding helped the traditional institutions for peace building and despite resolution regain their significance that had been on decline when the youths resorted to take up arms. The project did not however adequately address the generational divide as most of the youth representatives from the CBOs that were interviewed during this evaluation reported that they were not properly represented in the process that led to the signing of the Mabanga accord. The peace and rights project actors facilitated the accord .

Peacefull elections - The Mabanga accord was largely credited for making possible a negotiated democracy that saw the different ethnic groups discuss and agree over the distribution of political positions in the 2 Counties of Bungoma and Trans Nzoia. This had for the first time succeeded in

breaking the cycle of violence triggered by competition for political positions that had been witnessed in the area since the inception of multi-party politics in Kenya. The accord is a success story in the project activities.

Respect for Human Rights - The project has contributed greatly in making communities and other actors in Mt. Elgon region aware of the rights of the minority groups. From the data gathered via the ministry of women and youth affairs, there is evidence of women and youth forming and running CBOs. The women are today able to participate in income activities for long hours without being questioned by the husbands as it was before. The men too have realized the levels of awareness through seminars. The new constitution has aided the messages propagated by the project actors on the respect for women rights and with this there is evident acceptance from the men. However the gaps were noted in the issues of Child rights that was facing serious challenges since the incidences of teenage pregnancies among the school girls were disproportionately high.

Social Cohesion - The project was credited for facilitating the process of reintegration of the reformed youths back into their communities, though they still faced high levels of stigmatization. The high degree the project impacted positively on this ex combatants. The ex militia are now to be found working and interacting freely with others despite the apprehension from their peers who have yet to accept the apparent rebirth. *(see the picture of a success story in the annexes. ex-combatant turned church pastor).*

Economic empowerment - The project enabled the reformed youths registered in various CBOs engage in alternative sources of livelihoods that would help them generate income and act as a disincentive for engaging in violent conflicts. From the interviews and during FGDs the interventions have impacted positively to the youth. What is noted is the bonding and formation of income activity groups. The rate of crime has gone down in the target region. This is related to busy and effectively occupied youth.

3.5 Best practices

Some of the best practices that were documented in this project included.

- The inclusive process of drafting the Mabanga accord, gaining the confidence of key actors in the process and ensuring that different parties committed to abide by the accord.

- Involving the Key figures in the Country such as the former Vice President, Hon. Kalonzo Musyoka reaffirmed the significance that the country attached to the peaceful coexistence of communities in Mt. Elgon as well as the rest of Kenya.
- The project also succeeded in documenting the history of the Ndorobos/ Ogieks of Mt. Elgon and opened up the area for development.
- This area (Chepkitale) had suffered neglect and was found to be lacking in many aspects that would ensure that the community enjoy dignified livelihoods.

3.6 Sustainability

The enhanced capacities of leaders, beneficiaries and the church leaders at all levels has the effect of replication in the region and the empowered vulnerable communities will practice self-advocacy and lobbying for themselves in situations of exploitation.

- Community structures that promote dialogue and peace building have been established. Other CSOs have been formed in the area such as youth CBOs widow groups, elders' councils, clan leaders associations and women groups to spearhead advocacy and reconciliation in the area. These groups are readily recognized and their council accepted by all parties and the communities of Mt.Elgon and Trans Nzoia settlements. These are linked to other actors outside the target area for capacity building. In addition, regular consultative forums between regional councils and the decision makers (key leaders) are scheduled to ensure continued harmony in the region and target area.
- There is build sound relations and link to national and local level peace building initiatives in the County.
- Community involvement in the programme activities has made them to own the process and this is likely to continue after the exit of the donor. Most decisions in the programme are made in consultation and participation of the community and beneficiaries.
- Networking with local NGOs and sharing synergies is possible. PYM AID programme actors jointly with other NGOs designed and implemented the early warning programme to help curb violence during the countries referendum with success (annual report 2012).

To assess the sustainability of the institution and the peace and rights programme in financial, technical and social terms.

3.7 Financial Analysis

3.7.1. Sources of Income

From the desk study and responses received, we noted that Peace and Rights Programme receives fund from only one donor (PYM of Norway). The level of funding has been steady since 2009 to 2013. The funds released by PYM have been able to finance the planned activities fully. We also noted that the project earns interest from the amount held in the bank. The same amount is ploughed back to the programme. The donor has been able to stick to the agreement.(see tables in the annexes).

3.7.2. Budgeting Process

From the information received indicated that budgeting process is participatory and each officer is responsible for managing budget allocated to his/her department. The responsible staffs were updated on the performance on regular basis by finance department. However we noted that there have been budget deviations on certain vote heads (Administrative costs, Seminars, transport) beyond the standard percentage.

3.7.3. Foreign Currency Bank Account

We noted that the project operates a bank account in Kenya Shillings. It does not have any foreign currency account. The donor remits the funds in Norwegian Kroners where the bank translates the funds using the prevailing rates. In the process of doing this, there arises loses.

3.7.4. Asset Register

The asset register provided was not complete as it lacked some important information such as: the year of acquisition of asset, supplier, serial numbers, location, condition. We also noted that the register is in soft copy.

3.7.5. Annual Audits

We observed that annual audits are conducted annually by an external audit firm and management letters issued by the same. However we noted that the issues raised have not been followed to the latter (opening of a foreign currency account).

3.7.6 Accounting Software and reporting system

The project has installed functional accounting software (Hansa Financials) which aids in quick generation of reports and has accounts codes. The software is being operated by a finance officer who is also undertaking self-development course. From the response received, it indicated that the capacity of project accountant in the use of the software needs to be enhanced.

The responses received also revealed that financial reports are prepared periodically and submitted to the donor. The reports are prepared based on donor reporting template.

3.7.7 Payroll System

From the review of the documents, we observed that the payroll was being prepared and approved. The statutory deductions (NSSF, NHIF, and PAYE) were being deducted and submitted to the respective authorities in good time.

3.7.8. Financial Instruments

From the responses received and the information provided shows that the project has most of the instruments such as payment vouchers, journals, receipt books, authorization forms.

3.7.9 Motor vehicle management

We noted that the project owns one project vehicle and two motorcycles. However there were no mileage books to record the mileage covered or journey authorization.

3.7.10 Procurement

From the responses received, it indicated that there is a standard procedure for procurement. The respective department raises requisition, 3 quotations are sourced, analysed by the finance officer before being submitted to the tendering committee for approval. The tendering committee makes the final decision.

3.7.11 Policy Manuals

The project has policy manuals in place (Human Resource, Finance Policy, and Procurement) which guide its operations. The policies are standard for all FPFK projects.

3.7.12 Petty Cash Management

From the responses received, it indicated that Petty Cash is operated on imprest system by the administrator and there is a minimum set limit. The programme accountant is responsible for approval of petty cash expenses.

3.7.13 Bank Signatories

We established that signatories to the bank accounts are: Chairman, Secretary (mandatory signatory) and treasurer.

3.7.14 Approval System

All payments cheque payments are prepared by the accountant checked by the Project coordinator and approved by the Treasurer.

3.7.15 Human Resource Systems

We established that the project has 7 staff. The Administrative Secretary is in-charge of the Human Resource functions. Most of the staffs were undertaking courses relating to their respective working areas. All the staff had valid letters of offer and detailed job descriptions. We further established that appraisals are conducted annually.

3.8 Important Outcomes of the programme

No	Thematic Area	Current status	
		Positive	Negative
1.	<p>Peace Building and Reconciliation</p> <ul style="list-style-type: none"> • The ToTs replicate the peace messages through target beneficiaries • Community understand the importance of peace • There is increased social economic stability as a result of gained harmony • Law and order respected • Households embrace a culture of peace 	<ul style="list-style-type: none"> • Improved social economic status of the target population • Increased awareness of the rights issues and the preaching of peace culture • Increased adherence to law and order 	<ul style="list-style-type: none"> • Relocation of living environment costly and could be a potential for fresh conflicts • Resource transfers create conflicts • Communities living in resistance to re-arrangement • Traditional circumstances source of incitements
2.	<p>Human Rights</p> <ul style="list-style-type: none"> • Target beneficiaries understand the human Rights and become active citizens • The individuals authentically demand their rights as per the constitutional provisions 	<ul style="list-style-type: none"> • Restore ancestral rights for the marginalized Sabaot. • Increased freedom of movement, expression and participation in decision making • Increased fidelity among youth • Promotion of educational values in the community • Reduced practice of FGM in the target areas 	<ul style="list-style-type: none"> • This may spark fresh feuds • The freedom of expression though guaranteed may list reactions that may result in the re-emergency of conflicts • demands from parents for educational budgets may case conflict within households

3.9 Challenges encountered

The programme implementation experienced the challenges listed here below:

- The stigma among the ex-SLDF combatants as this youth are yet to be fully accepted among sections of the community and will need longer time to fully find acceptance in the community.
- Redistribution of land resources based on rights of the original owners poses risks to the peace and cohesion gained. Households apprehensive about relocations to unfamiliar zones in the region.
- Youth not fully incorporated in resources allocation. This has resulted in grumbles by the youth who feel left out in the exercise. This poses potential conflicts in the target area based on resources access between the elders and decision makers on one hand and the youth and women on the other.
- Some of the community members in the target area are difficult to approach and penetrate. Here it is hoped that the use of the development approach and the existence of strong churches will help win entry and acceptance into these communities. FPFK with the support of partners from SIDA and PMU Interlife and PYM AID Norway has been and is still is addressing issues of relief in these communities and it is assumed the good will that exist will continue.

3.10 Sustainability

The enhanced capacities of leaders, beneficiaries and the church leaders at all levels has the effect of replication in the region and the empowered vulnerable communities will practice self-advocacy and lobbying for themselves in situations of exploitation.

- Community structures that promote dialogue and peace building have been established. Other CSOs have been formed in the area such as youth CBOs widow groups, elders' councils, clan leaders associations and women groups to spearhead advocacy and reconciliation in the area. These groups are readily recognized and their council accepted by all parties and the communities of Mt.Elgon and Trans Nzoia settlements. These are linked to other actors outside the target area for capacity building. In addition, regular consultative forums between regional councils and the decision makers (key leaders) are scheduled to ensure continued harmony in the region and target area.
- There is build sound relations and links to national and local level peace building initiatives in the County.
- Community involvement in the programme activities has made them to own the process and this is likely to continue after the exit of the donor. Most decisions in the programme are made in consultation and participation of the community and beneficiaries.

- Networking with local NGOs and sharing synergies is possible. PYM AID programme actors jointly with other NGOs designed and implemented the early warning programme to help curb violence during the countries referendum with success (annual report 2012).

3.11 Lessons learnt

The following lessons were learnt during the project implementation;

- The community youth have been participating in incidents that cause insecurity and crime for lack of knowledge and skills that would provide alternative means of earning. The introduction of income activities has hence reduced these incidents. (Annual reports 2011, 2012). With improved income activities communities especially the youth are set to bond and remain cohesive further enhancing lasting peace in the region. The decision making hierarchy need be crafted by the leadership in the region to include women and the youth at some point to gain their support and participation as active citizens.
- Ignorance by the community on their rights and the rights of others has been the root cause of conflicts in many incidents.
- Political leaders in the region exploited the ignorance of the community and poverty in the area to reign the youth in their political battles that resulted into clan wars, and hatred that caused conflicts and escalation of insecurity in the target area.
- Staff competence is essential in the project success.
- Cooperation within the management team, donors and project owners resulted in the achievement of desired results.
- The old practice of denying women and youth access to resources is the root cause of intermittent conflicts and clashes in many instances in the region.

CHAPTER FOUR

4.0 Conclusions and Recommendations

4.1 Conclusions

The consultants drew the following conclusions after the assessment exercise.

4.1.1 Strategic fit

The project has aided in the establishment of structures and framework for peace in the target region.

4.1.2 Roles of stakeholders

The target community leaders and beneficiaries clearly realize the significance and reliability of PYM, the FPFK and other actors in facilitating the peace and rights project that has laid foundation of peace.

4.1.3 Rights of the indigenous

- Schools have been constructed to enhance access to education in the large region (Mt. Elgon).
- Women and youth are still not able to access the resources for income activities save for the government Uwezo Fund expected in May 2014.
- Land ownership is still predominantly, male owned
- Community reached by the programme is aware of their rights and have become active citizens.
- Recognition of the indigenous community rights visible and being enhanced.

4.2 Recommendations

- Embrace A.V.P (Alternative to Violent Practices)
- Lobby for communication infrastructure to ease travel and internal co-ordination
- Enhance the implementations of the Mabanga Peace Accord through continued dialogue among the signatory communities.
- Address the rights of children and women in the community.
- Provide boarding schools for girl child to safeguard rampant abuses and unwanted pregnancies.
- Build capacities of clan elders to check anti-social behaviour.
- Ensure total rehabilitation and reintegration of the ex-militia through trained ToTs.
- Address generational gap between the youth and elders in the community by the actors.
- Encourage exchange programmes inter- community visits within the county
- Training for women empowerment need be continued to incorporate those in remote locations of the target area.

- The trained ToTs should continue the efforts on advocacy to ensure that the community respects the rights of the children and are involved in addressing the vices of SGBV and Early teenage pregnancies.
- Focus more efforts on economic empowerment of the vulnerable groups such as women and the reformed youths (peace dividends). The programme also needs to facilitate the reformed youth groups to register the business wings (companies so as to benefit from the economic opportunities within the devolved system of governance that requires that at least 30% of the tenders be awarded to the youth owned groups).

4.3 Annexes

Table 1: Income

	2009	2010	2011	2012	2013	Total	%
Norway (PYM)	13,460,554	16,167,532	33,604,932	34,444,632	33,000,215	130,677,865	99.70
Local Contribution	0	0	0	0	38,516	38,516	0.03
Bank Interest	46,319	40,861	62,622	78,078	0	227,880	0.17
Others (reimbursements.)		134,800	0	0	0	134,800	0.10
Total	13,506,873	16,343,193	33,667,554	34,522,710	33,038,731	131,079,061	100

Table 1 above shows that most of the funds came from Norway (PYM) contributing 99.70 % of the total income.

Table 2: Income versus Expenses

Year	Income	Expenses	Surplus/ Deficit
2009	13,506,873	13,353,178	153,695
2010	16,343,193	16,481,221	(138,028)
2011	33,667,554	34,086,782	419,228
2012	34,522,710	34,085,107	437,603
2013	33,038,731	25,029,071	8,009,660
Total	131,079,061	123,035,359	8,882,158

The Table 2 above shows income versus expenses for the period of 5 years (2009-2013). As at the time of evaluation, all expenses of 2013 had not been reconciled

Table 3 List of participants

	Date 9/12/13	Community leaders FGD	
	Name	Position	Telephone Number
1	William C. Kabtila	Chairman Endebbes Council of elders Executive Sabaot Council of elders	0721380237
2	Reuben C. Butaki	Chairperson Sabaot Supreme Council	0720986374
3	Jonathan Onyeit	Executive Member Iteso Community	0721120691
4	Boniface Ndura	Patron Kikuyu Association	0722330803
5	Richard W. Walukano	Chairman Bukusu Supreme Council Chairman MPA implementation	0721323722
6	Joseph Okisai	Chairman Iteso Supreme Council of	0713763807

		elders	
7	Peter Muraya	Secretary Kikuyu community	0726549604

	Name	Position	Telephone Number
1	Rev. Evans Simiyu	Member	0710755384
2.	Anthony Masika	Treasurer	0720422097
3.	Festus Mukoya	Secretary	0722238944
4.	Judith Wasike	Member	0729318650
5.	Peris Tenge	Member	0726974790
6.	Patson Muloli	Member	0725540260
7.	Janepher Mbatiany	Chairperson	0722490169
8.	Phillip Laikong	Member	0711337910
9.	Margaret C. Kasisi	Member	0706445257

	Date 14/12/13	Kopsiro CBOs FGD	
	Name	Position	Telephone Number
1.	Francis Maiywa	Member	
2.	Kemboi Dismas	Chairperson Renyet CBO	
3.	Difas Temoi	Chief Advisor	
4.	Geoffrey Kiprutto	Secretary	
5.	Sakoug Ben	Pastor	
6.	Peter Kamakit		
7.	Nixon Ndigwa Sigiriet	Member Labot CBO	

	Date 15/12/13	Kapsokwony – Chepkitale/ Ogiek Community meeting	
	Name	Position	Telephone Number
1	Chepsikok Ngeywa Laikong		
2.	John Cheptengieny Sikuku		
3.	Alex Kisa Kaptengon		
4.	Isaac Kimtai Chesongorin		
5.	Eric Simotwo Kapsin		0725610506
6.	Phillip Laikong	PSC Member	0711557910
7.	Johnson Takur	Chairman Ogiek	0714123495
8.	Samwel W. Laikong		
9.	Tungwer Latero	Head Teacher Toboo	0726148759
10.	Geoffrey M. Kinga	Head Teacher Iyaa	0724526762
11.	Amos Tungwet	Head Teacher Laboot	0712869494
12.	Dorine Chepwomoi Laikong		0729087184
13.	Emily Chepsaminy Laikong		
14.	Jennipher Laikong		
15.	Eunice Ngeywa		
16.	Mildah Sikuku		
17.	Nancy Chelimo		
18.	Julisa Phillip		
19.	Sylvia Laikong		

Success story



(Picture by Consultants undertaking the exercise)

The above ex-SLDF combatant turned pastor of a local church courtesy of the Peace and Rights project. This is part of the outcomes of the Peace and Rights Project in Mt. Elgon. He is from the Kopsiro division that was most affected by the clashes at the height of the SLDF flare-up.

Table 4: Summary of planned and achieved outputs

Objectives	Outputs	Activities	Targets									
			2009		2010		2011		2012		2013	
			Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved
By The End of 2013, Efficient Mechanisms for Conflict Management and Development of Understanding Between All Communities and Individuals to Ensure Sustainable Peace In Mt. Elgon Region.	The ability of community leaders and religious leaders to effectively conduct peace building and reconciliation activities within their localities is improved	<i>Train religious leaders on Healing and reconciliation</i>			600	441				1441		
		<i>Revive/initiate religious networks</i>						4				
		<i>Training Community leaders, elders and Professionals in Conflict Management (Social Peace)</i>						200				
	Sufficient understanding and trust among the different ethnic entities in Mt. Elgon region is in place	<i>Conduct peace/mediation fora and dialogue meetings</i> <i>The project actors facilitated the coming together of conflicting communities who then engaged in a traditional mechanism of reconciliation. This acted as a deterrent to repeat conflicts and is sustainable among the target</i>						120				
								1				
		<i>Conduct peace rallies</i>						2				
Demobilisation, rehabilitation and	<i>Psychosocial workshops and life</i>			400	317		300					

	reintegration of former SLDF combatants achieved	<i>skills course</i>											
		<i>Initiating CBOs for reformed Ex combatants</i>						7					
		<i>Providing starter Capitals for IGA support to the CBOs</i>											
	Capacity of civil society groups to carry out peace and outreach campaigns in a sustained manner improved	???											
Knowledge of and respect for, Human Rights and Community Rights amongst and by all actors improved by 2013	The ability of community leaders, civil society groups and religious leaders to promote human rights within their localities is improved												
	A sustainable advocacy mechanism for Human Rights and Community Rights put in place	<i>Self-Advocacy Workshops with the Youth (consultative forums & Youth rights seminars)</i>			600	503 240							

	Recognition and respect of the Ndorobo/Ogiek of Chepkitale as an indigenous community by the government and other communities fully realised	<i>Provision of school equipment to five schools in Chepkitale</i> <i>Supported the training of ECD teachers</i> <i>Hold fora for land rights negotiations – for restoration of the ancestral land from the game reserve.</i> <i>Provide cultural artifacts such as cowry shells, beads, threads</i> <i>Produce a publication on the Ogiek / Ndorobo of Mt. Elgon</i>			5	5 Schools (enrolment increased by 243 pupils in 1 year)						
					6	12						
					?	?						
					1	1						
	Women groups and youth groups across Mt. Elgon provided with opportunities and exposure necessary for socio-economic development	<i>Women trained on Economic Empowerment</i>			250	218						
2012												
Objectives	Outputs	Activities	Targets									
			Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved	Planned	Achieved
To encourage responsibility among Community leaders in ensuring peace and respect for human rights within their community structures		Conduct clan conversations on peaceful coexistence and respect for human rights	420	417								

Boost the process of reintegrating the ex-combatants back in the community by restoring healthy family relationships and equipping them with skills to advocate for respect for human rights		Trained ex-militia couples in life skills and healthy family relationships		550 families of the young men affiliated to violence (ex-combatants) reached								
To ensure that all parties signatory to the peace agreements adhere to their commitments for purposes of peaceful coexistence and development in the target area.		8,377 people from the target area were sensitized on the agreement										
To increase the young widows' ability to claim their rights, cope with other challenges associated with widowhood and contribute to conflict transformation in their areas		Train the widows on life skills	180	173								
Increase understanding of the Ogiek Community of Mt. Elgon on their Rights as		Conduct training for TOTs in indigenous rights		14 ToTs								
		Facilitate public awareness forums on indigenous peoples rights		1648 members								
		Construct classrooms in 5 schools		16								
		Supply learning materials to schools		5 schools								
		Enrol Ogiek and		12 enrolled								

		Semeek students in ECD colleges										
Equip and inspire women groups and networks in Mt. Elgon region with advocacy skills for tackling challenges of conflict and human rights concerns.		Trained women leaders on advocacy skills		1773 women								
		Facilitate formation of advocacy and lobby groups										
To disseminate information on peace ,youth rights, women rights, children rights, indigenous rights and general rights to the people of Mt. Elgon and others in the neighbourhoods		Air radio talk shows		34								

Evaluation of Kipsongo Training Centre

By



T A A B C O

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Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ASAL	Arid and Semi Arid Lands
DAC	Development Assistance Committee
ECD	Early Childhood Development
ECDE	Early Childhood Development Education
FGD	Focus Groups Discussions
FPE	Free Primary Education
FPFK	Free Pentecostal Fellowship in Kenya
HIV	Human Immune Virus
KCPE	Kenya Certificate of Primary Education
KES	Kenya Shilling
KII	Key Informants Interviews
KTC	Kipsongo Training Centre
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MSC	Most Significant Change
NCCK	National Council of Churches of Kenya
NGO	Non Governmental Organization
NORAD	Norwegian Aid
NYS	National Youth Service
OECD	Organization Economic Co-operation Development
PSC	Project Steering Committee
PYM	Pentecostal Foreign Mission of Norway
RCC	Regional Church Council
SC	Steering Committee

TAABCO

Transforming, Analysing, Accompanying and Building Change
Organizations

Executive Summary

The end of term evaluation report for Kipsongo Training Centre was undertaken between 4th December, 2013 and 23rd December 2013 alongside the Peace and Rights programme of FPFK .Both programmes are funded by PYM AID. The KTC was established in 1992 with the main aim to rehabilitate and reintegrate street children in Kitale Municipality and its environment as the target and to empower the destitute women from the Kipsongo slum.

In this report, the words ‘centre and institution’ are used interchangeably to mean the Kipsongo Training Centre. This section of the report presents the summary of the contents and process. The report is presented in 4 chapters as follows: - Chapter one covers the Background information on the Institution (KTC), Chapter two presents the Methodology and approaches adapted in the evaluation exercises, Chapter three covers the presentation of findings of the exercise and discussions, while Chapter four presents the conclusions drawn by the consultants and recommendations.

The consultants examined to establish the relevance of the institution, effectiveness in the curriculum and other activities implementation, efficiency of resources use, recorded achievements, the challenges encountered and the impact of the programmes. The consultants further examined the sustainability of the institution programmes and the lessons learnt during the implementation of the institution curriculum and activities in the period under review as per the TOR.

The objectives of the evaluation included; to determine the relevance and effectiveness of the Kipsongo Training Centre curriculum implementation and developments in terms of realized results benchmarked on the planned objectives of the institution; the efficiency of resources use and recorded achievements at the Centre. The evaluation was further purposed to identify the challenges encountered in the implementation and how they were addressed by the actors; the impact of the institution to the target community and the beneficiaries and also examine the sustainability of the institution programmes. The consultants also examined the lessons learnt during the operations at the centre. As per ToR, the consultants also evaluated the link between the Peace and Rights programme and the Kipsongo Training centre given fact that, KTC is National Office Programme, while Peace and Rights is a project. Both these are sponsored by the FPFK the owners.

The AIMS of establishment of Kipsongo Training Centre were;

1. Rehabilitation and reintegration of street children (mostly coming from Kipsongo camp) within Kitale Town.
2. Economically empower the destitute women mainly Turkanas from Kipsongo Camp.

Linkages between the KTC and the Peace and Rights project in Mount Elgon:

The Kipsongo Training Centre and the Peace and Rights project are interlinked by the fact of sponsorship and ownership. KTC is an institution of FPFK along side others like the Thessalia institution at Muhoroni, Bukhungu Technical Vocation centre Kakamega,

Mombasa guest house, Karen Christian College and Kindaruma guest house just to mention a few.

Key findings:

Ownership: KTC and the Peace and rights program- Operational owner - Kitale RCC, while the Owner is actually the church (FPFK).

Governance: The KTC is run by an appointed Programme Steering Committee (PSC). The secretary to the steering Committee the coordinator at the centre under whom the six staff members report to for purposes of Governance. At the time of this evaluation it was established that the Centre had not held any election since its inception contrary to the requirements of FPFK Constitution 2001. The current PSC was appointed by the founding missionaries.

Effectiveness of management arrangement: There existed some conflicts between the KTCs Steering Committee and Kitale RCC over reporting channels and actual responsibilities causing underperformance.

Relevance of KTC

The vision and mission of the KTC still remain relevant to the needs of the community that it serves and the County at large. The number of the street children at the time of this evaluation was estimated by the Children' Officer to be about 370 of which 30% came from Kipsongo slum during the day time. About 70% of the street children are of Turkana ethnic origin.

The County has yet to establish a rescue centre making KTC with already existing boarding facilities an appropriate institution. This makes the KTC interventions relevant and unique in the town.

Validity of the programme design

The rehabilitation and reintegration of street children is in line with the government efforts to provide access to education for all children. The children department has a responsibility to ensure parenting of the children regardless of where they are born. This fact is evidenced by the creation of a ministry with a department of children affairs. The centre therefore serves complementary role to the state. The design is valid to a large extent and is dependent upon by care givers in the County.

Effectiveness of implementation

The institution was purposed to rehabilitate and reintegrate street children from the Kipsongo slum and to provide them with education and also to empower destitute women through training and skills development. The results posted show that the centre was active and achieved set objectives regularly. As evidence of effectiveness, 137 street children were rehabilitated and trained at the centre. These former KTC children are today doing artisan jobs that are keeping them employed and leading up right lives as an outcome of the centre. 437 destitute women have been trained and have since established small businesses within Kitale municipality and its environs. The programme was therefore effectively implemented.

Efficiency of resources use

The institution employed the available financial resources efficiently. The human resources too were adequately employed and which yielded the outcomes recorded above. This is evidenced in the audit reports of the Centre. Subject to what might have been remarked in the management letters, the programme funds achieved desired objectives.

Achievements

KTC has achieved fairly as can be measured by the number of beneficiaries tabulated in the tables 2 and table 3 in this report. The centre provided critical opportunities for destitute women to have dignified lives through training empowerment. The children who went through the centre live gainful lives. Most are employed in motor garages and other informal sectors.

Challenges

The challenges at KTC include: - low funding; children failing to integrate in the families of origin; some of the drop out children from the centre engaged in drugs due to peer pressure; The management structure was confusing. The organogram shown in the figure is the established and approved version yet it is not strictly adhered to. Conflicts within the governance ranks between the Kitale Regional Council and the Steering Committee.

Conclusions

Based on the evaluation exercise findings, the consultants drew the following conclusions:- Kipsongo Training Centre is a relevant institution for the needs of the target beneficiaries; High premium is placed on the institution as a centre for community empowerment; The management arrangement in place has gaps that give rise to antagonism among the actors in the project; KTC is a viable project that has the potential to replicate to other parts of the North Rift particularly the ASAL region.

Recommendations

The evaluation suggested some of the following recommendations; KTC needed to come up with a business plan to inform its strategic direction and sustainability strategy, address the gaps on the governance of KTC.

CHAPTER ONE

1.0 Background of KTC

1.1 Introduction

The Free Pentecostal Fellowship in Kenya (FPFK) was started in 1955 in the Western Region of Kenya by Norwegian Missionaries who were later accompanied by the Swedish counterparts in the 1960s. The church currently has a membership of over 200,000 persons in the 28 regions covering different parts of Kenya

FPFK's Mission is to preach the word of god to all nations in preparation for the second coming of the Lord Jesus Christ by reaching out and establishing Churches which can meet the spiritual, Economic and Social needs of the people through Evangelism, Education, Training and Social-Economic activities based on Christian values.

FPFK's Vision is to expand its national reach and continue to enrich the lives of our members and of communities where it operates both spiritually and physically.

FPFK's Core Values are; Love, Integrity, Obedience, Humility, Unity, Stewardship

1.1.1 FPFK Kitale Region

FPFK Kitale Region covers the following geographical areas namely; Trans Nzoia County, Bungoma County, West Pokot County, parts of Kakamega County and Parts of Uasin Gishu County. The region is composed of about 50 FPFK local churches.

1.2. Institutions and Programs in Kitale Region

1.2.1. Kipsongo Training Centre

Kipsongo Training Centre (KTC) is one of the FPFK institutions within Kitale Region. The project was initiated by the Norwegian Couple Mr. & Mrs. Svein Gisle Nystrom who conceived the project idea while serving FPFK Church as Missionaries within Kitale region. The project design and planning work began in the first quarter of 1994. Approval for funds from PYM was received early in 1995, the same time when active implementation phase was commenced. Implementation phase was certified complete in the year 1999 and full operation handed over to the Steering Committee (SC).

The Kipsongo Centre Project initially intended to achieve the following Objectives

1. To Rehabilitation and reintegration of street children (mostly coming from Kipsongo camp) within Kitale Town.
2. To economically empower the destitute women mainly Turkanas from Kipsongo Camp.

Additional objectives included;

3. To establish and operate production units (mainly Carpentry and Tailoring) for income generation in order to support the project's goals of rehabilitating street children and economically empowering destitute women especially after the project period.
4. To establish and operate a Nursery School to generate income by taking children from the affluent.

1.2.2. The establishment and operations of KTC since 1999.

Background

FPFK Kipsongo Training Centre is a charitable institution of Free Pentecostal Fellowship in Kenya, a registered church in Kenya. The Centre was established in 1996 with 80% of the funding coming from NORAD, 20% of funds from Local Church and land was donated by the Kenyan Government.

The Centre was founded on twofold missions: to rehabilitate and reintegrate street children from Kitale town and to economically empower the destitute women from the Turkana slum at Kipsongo.

It is located along Matisi Road off central Elgon Road near Kitale Technical Institute. It is two kilometres from town.

Activities Profile

The street children are rehabilitated through training in technical skills, spiritual and physical nourishment, counselling and guidance and formal education. The women on the other hand, are trained in Literacy, a course intended to make them know how to read and write. After qualifying in literacy, they then go through a course in tailoring and dressmaking. The children board but the women are day scholars.

Sustainability

The church members and other well – wishers are contributing to the daily running of the centre. Due to escalating costs, more strategies for generating income were put in place. The following strategies are in place:

❖ **Uniform & Textile Production:** They make school and company uniforms as shown below:

S/No	ITEM PRODUCED		ITEM PRODUCED
1	Dust coats in tetrax, regardless of size	18	Shirt in tetron/polyster
2	Dust coats in trevilla regardless of size & colour	19	Blouses in tetron/polyster
3	Overalls in tetrax, regardless of size and colour	20	Trousers in tetrax
4	Overalls in trevilla regardless of size & colour	21	Trousers in trevilla
5	Overalls in cotton drill regardless of size	22	Dresses in tetrax
6	Security uniform in Tetrax	23	Dresses in trevira
7	Security uniform in trevilla	24	Skirts in tetrax
8	Kaunda suits in tetrax	25	Skirts in trevira
9	Kaunda suits in trevilla (Raymond)	26	Jumpers
10	Drivers suits in tetrax	27	School uniforms
11	Drivers suits in trevilla (Raymond)	28	Sweaters
12	Laboratory coat open step collar - tetrax	29	Blazers
13	Laboratory coat open step collar - trevilla	30	Curtains
14	Hat caps	31	Cushions
15	Aprons	32	Jackets
16	Great coat night watchman with blanket	33	Ties
17	Great coat night watchman without blanket	34	Company badges

Business Terms

- Any other item required but not quoted in the above list shall be quoted upon request.
- Delivery period shall be communicated upon receipt of the Purchase Order
- Credit allowable is 30 days from delivery date
- Delivery costs shall be charged at Kshs 40.00 per kilometre
- Production Capacity is as follows
 - a) Dust / Lab coats 50 pieces per 8 hours
 - b) Overalls 40 pieces per 8 hours
 - c) Kaunda/security/firemen/guesthouse/Messenger uniforms 24 pieces per 8 hrs.
 - d) Executive suits 10 pairs per three days
 - e) Dresses/skirts/shirts/trousers 50 pieces per 8 hours

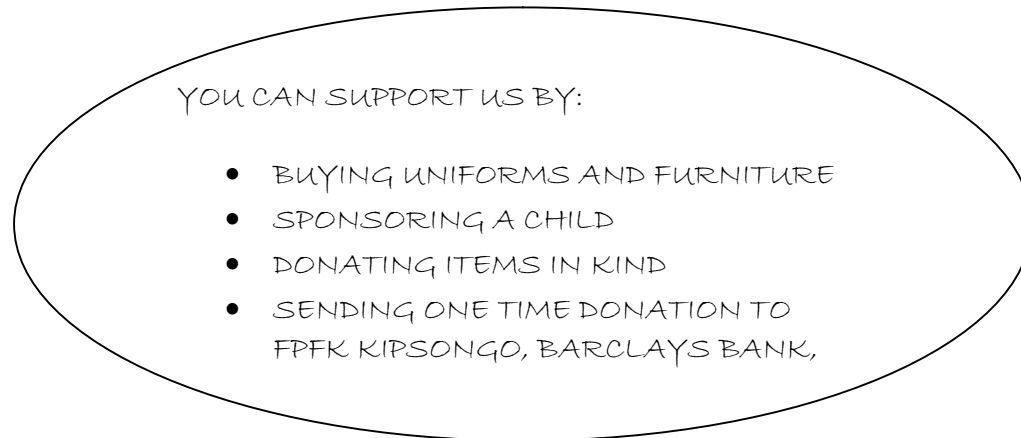
- ❖ **Furniture Production:** the Centre is involved in the production and sale of all kinds of furniture and fittings. The profits accruing from this supports the admitted street children. The division is professionally managed and equipped with all-round modern Carpentry tools. Highly qualified staff, principled and self – motivated is engaged. Reliability and quality are our guiding business values.



	ITEM PRODUCED		ITEM PRODUCED		ITEM PRODUCED
1	Coffee sets	13	Kitchen cupboards	24	Trolleys
2	Frames	14	Cabinets	25	Baby coats
3	Office desks	15	Corner tables	26	Wall drops
4	Shelves	16	Panel shutters	27	Lounge chairs
5	Computer tables	17	T-door shutters	28	Safari chairs
6	Beds	18	Curtain boxes	29	Office chairs
7	Wall units	19	Side boards	30	Conference tables
8	Flip chart boards	20	Round tables	31	Sofa sets
9	Benches	21	Picture frames	32	House hold furniture
10	Dining tables	22	Sliding shutters	33	Student desks
11	Kitchen tables	23	Lamp stands	34	Student chairs
12	Dressing tables				
<i>Other carpentry & Joinery Services</i>					
35	Planing of timber	39	Rebating	43	Conies
36	Splitting timber	40	Moulding	44	Lathing
37	Sanding timber	41	T & G	45	tattooing
38	Curving timber	42	Mortising		

- ❖ The prices and delivery period are usually determined by the specifications of the order depending on the wood type, size, quantity etc.
- ❖ We also do Tie and Dye on any kind of fabrics, especially curtains, table clothes etc.
- ❖ We have private classes for Tailoring and dressmaking and Carpentry and Joinery. This is offered to all at the lowest rates in town and payment in instalments is allowed. The students are enrolled on “first come, first serve” principle. The Centre has many modern singer machines and highly qualified staff.
- ❖ We also have the best Academy in town with modern facilities and fully trained teachers. The school runs the pre-school up to lower primary classes.

Through these activities the Centre raises funds to sponsor the street children and the destitute women. This is an example of KTC fund raising instruments as part of activities of the SC.



The KTC commenced operations in 1999 under an appointed Steering Committee.

1.4. Background to the Evaluation

This evaluation was commissioned in cooperation between PYM Aid and FPFK. The process is part of institutional learning activities that seeks to document the best practices and lessons learnt in order to inform future interventions. This summative evaluation covered the 5 year period for the assessment of the organizational capacities of the Kipsongo Training Centre. TAABCO Research and Development Consultants, a regional firm with head offices in Nairobi Kenya was contracted by FPFK to undertake an end of the project evaluation for the Peace and Rights program as well as an assessment of the the Kipsongo Training Centre in the month of December 2013 to January 2014 (starting date 9th December 2013 and lasting for a period of 18 days).

1.4.1. Specific Objectives of the evaluation at KTC

The Assignment sought to realize the following specific objectives for the Kipsongo Training Centre.

1. To establish the ownership and the power dynamics and the governance issues that influence the decision making and the relationships between the project and the institution to its publics.

2. To establish the efficiency of KTC curriculum in terms of the results realized per amounts of resources committed and the utilization of resources by the Kipsongo Training Centre.
3. To establish the relevance of the curriculum in the institution in terms of the needs of the beneficiaries, as well as the alignment of their goals to the strategic goals of the owner (FPFK)
4. To determine the effectiveness of the curriculum and the institution in terms of realization of the intended objectives.
5. To assess the sustainability of the institution in financial, technical and social terms.
6. To document the best practices that may contribute to creation of synergy and learning as well as to suggest the possible recommendations for improving the future phases of the institution.

1.4.2. Evaluation questions

The specific objectives of this assignment were informed by the following specific evaluation questions.

1. *Strategy, vision and policy for KTC*
2. *Ownership of the Kipsongo Training Centre*
 - a) Who initiated them?
 - b) How did it fit into the plans of FPFK?
 - c) What was FPFKs role in these phases?
3. *Was the process friction-free or was there tension?*
4. *What is the vision of Kipsongo/who is sharing it/is it running according to stated vision?*
5. *Governance, Relations and Power dynamics*
 - a) Who makes the decisions/who is supposed to make the decisions?
 - b) Who has power/who is listened to/who has positions/who are the different actors?
 - c) Who takes responsibility for the centre?
 - d) Under whose jurisdiction does the centre fall?

- e) What is the role of FPFK Regional Council and FPFK National Board and General Secretary?
 - f) Relationship and communication between the Regional Council of FPFK Kitale, the National Board of FPFK and the Committees in charge of administration for the Kipsongo Training Centre. Are they working according to the policies?
 - g) Is it a good way of organizing things?
6. Is there any tension/friction?
 7. What should be done in order to improve the relations and communication if at all?

The evaluation process further employed the OECD – DAC criteria in order to determine the relevance, effectiveness, efficiency, impact and sustainability of the Kipsongo Training Centre.

The assessment of the financial management for the KTC was informed by the following questions;

1. Where does the money come from?
2. Is this a sustainable way of running the centre?
3. How is FPFK contributing to the centre?
4. Are there any other sources of income?
5. What are some of the best financial management Practices & Recommendations?

CHAPTER TWO

2.0. Evaluation methodology and approach

2.1 Methodology

This end term evaluation mainly made use of participatory methods for generating and analysing information on Kipsongo Training Centre. The process mainly relied on qualitative data to capture the change that may have been contributed to by the project since the benchmarks and the milestones were not clearly set right from the inception of the KTC the following methods were used during the assignment:

2.2 Desk Study

The evaluators reviewed the following documents that were provided by the Programs coordinator;

- Annual report 1998 Annual Report 2000, Annual report 2011, KTC background information document,
- KTC Child Management Policies and Procedures,
- KTC Project reports, Kipsongo Training Centre Profile, KTC annual Report 2011, KTC Human Resources Policies Procedures Manual, KTC,

2.3. Observation

The evaluators visited different sectors within the Kipsongo Training Centre and interacted with the workers as well as the project beneficiaries. This data collection method was important in enabling the evaluators to develop the holistic perspective of the KTC 2.4 Focus Group Discussions (FGDs)

2.5 The sampling: of respondents was purposeful based on their involvement at the institution; where the Board of Trustees, teachers at the institution, the manager, staff, former project coordinator and beneficiaries were selected to form focus groups. In total the consultants assembled (3) FGDs for the exercise. The consultants also sampled Key informants from among decision makers in the target location of the KTC which included the area chief, area member of County Assembly and County Secretary and also interviewed the local children officer in charge of the region to corroborate information obtained from respondents and the FGDs.

The evaluators conducted a number of Focused interviews with the following groups; KTC Committee/ Board, KTC Staff, The Regional Church Council (RCC), the KTC beneficiaries, .

The evaluators were guided by the standardized FGD moderators guide and registered the emerging patterns, personal reactions as well as the specific emotions elicited during the interviews.

2.6. Key Informants Interviews (In depth Interviews)

The evaluators also sought to capture the perceptions of some key persons or groups of few individuals by administering a semi-structured questionnaire (having a limited set of questions) that allowed for free and open responses while meaningfully benefiting from the respondents experiences with the KTC. The following participated in the in depth interviews included; The Chief, the Member of County Assembly (MCA) Ms. Betty Kipsongo, The County Assembly Secretary, the Trans Nzoia County Children' Officer and KTC staff.

2.7. Significant Change stories or the Success stories

The evaluators documented the experiences of the KTC Programs beneficiaries in order to capture the effects of the different interventions on the lives of the individuals or the communities that benefited in any way from the program activities. Voice recorders and Video photography was used to capture the individual experiences. The evaluators also reviewed the existing stories of change that had been collected by the training centre staff since the inception.

2.8. Evaluation Approach

The consultants adapted a participatory approach where both qualitative and quantitative data collection techniques were used throughout the evaluation exercise. This approach was considered appropriate because it provided an opportunity to examine and verify the insights of the target institution and the beneficiary communities

CHAPTER THREE

3.0. Presentation of Findings

3.1. Ownership of the KTC

The issues of ownership of the Kipsongo Training Centre were explored by looking at the history of the centre since its inception. The major events marking the development of the centre were plotted against time and presented in form of the timeline in table 1.

Table 1: KTC Timeline

Year	Major event (Milestone in the history of KTC
1992	The Missionaries Margrethe and Svein Nystroem started the church in Kipsongo camp among the Turkanas. The church started under a tree. There were also the Internally displaced persons from Nasianda. The church pioneers included Antony, Chepret, Khaemba among others (4 people got saved at the time namely Alice, Mary, Esto and Mpeyok)
1993	Boniface Joined the church. Joseph is the current chair of board of directors of the centre . He other board members were appointed by the founding missionaries of Church from Norway. The church moved to its present location at Kipsongo from the slums at a location called Chetoto slum next to Chetoto Primary. It is located along Matisi Road off central Elgon Road near Kitale Technical Institute. It is two kilometres from town. The missionaries requested the government to allocate them some parcels of land in order to support the street children that were mainly coming from the Kipsongo slums and the destitute women.
1994-95	The missionary relocated from Nyambare hill to stay at KTC. PPFK Kipsongo Training Centre is a charitable institution of Free Pentecostal Fellowship in Kenya, a registered church in Kenya. The Centre was established in 1996 with 80% of the funding coming from NORAD, 20% of funds from Local Church and land was donated by the Kenyan Government. The Centre was founded on twofold missions: to rehabilitate and reintegrate street children from Kitale town and to economically empower the destitute women from the Turkana slum at Kipsongo. It is located along Matisi Road off central Elgon Road near Kitale Technical Institute. It is two kilometres from town. 1st batch of 25 street children (boys)admitted to the centre The church members volunteered to take care of them in turns (addressing their hygienic needs and counselling them Also admitted the first batch of 30 out of 40 women into literacy classes. Boniface volunteered to facilitate the literacy classes (Majority of beneficiaries were Turkanas, 2 Kikuyus & about 5 Luhyas)
95-96-97	Realized the need to take the enrolled children through basic education Started Nursery school and Primary school (upto Class six)
1996	KTC allocated the Plot Fenced the plot around the KTC Street boys were coming to the Centres on Mondays, Wednesdays and Fridays The street boys were facing a lot of harrassment from the law enforcers and the county council Askaris

Owner of the KTC The initial idea of KTC originated from the Pentecostal Missionaries of Norway who had moved in from Nymbare mission in Busia County. When the Missionaries departed, they agreed to hand over all assets and projects to the Free Pentecostal Fellowship in Kenya. This is corroborated in the church history of the FPFK. This was about the year of our Lord 1996. The centre was established to be the FPFK Church while the Operational owner remained the Regional Church Council of Kitale. The FPFK constitution (2001) states that the role of the operational owner is to appoint the board to run the institutions on its behalf. The constitution also requires that the RCC should appoint at most 2 representatives to the board of the institution as has been the case in KTC steering committee

3.2. Governance and Decision making in the KTC

The KTC Steering Committee is composed of 8 members and was established by the Missionary. The Centre was established at the time when the FPFK constitution was still using the system of the districts and that the Kitale Regional Church Council that is supposed to be the operational owner which should have entrusted the KTC steering committee to manage the activities of KTC on its behalf was not in existence at the time. The committee comprises of; Rev. Boniface Lokuruka (Turkana Community representative), Ms. Mary Atesiro (Women representative), Anthony Masika (Treasurer & Church representative), Mrs. Milkah Ogendo (the KTC Manager and the Secretary to the committee) and Two representatives from the Regional Church Council (these members were incorporated in the KTC committee in line with the requirements of section 9.3.1 on the governance of the FPFK institutions and enterprises).

3.3 KTC Identity

The KTC has clear Mission statement, Vision statement and statement of core values that reads as follows;

Mission: Kipsongo Training Centre (KTC) is a Church Based Charitable Organization whose mandate is to rehabilitate and reintegrate street children through offering formal and informal education so that they can become productive members for the society and to socio-economically empower the destitute women and girls through training so that they become self reliant in supporting their families.

Vision: To become a self sustaining centre of excellence in offering destitute children and women high quality rehabilitative and empowering services.

The **core Values** of KTC

- Lordship of Jesus Christ
- Integrity and Transparency
- Love for the whole Person
- Unity in diversity
- Justice

The initial objectives of the KTC were;

1. To rehabilitate and re-integrate street boys through vocational training guidance and counselling and final reintegration of the boys back into the normal society.
2. To improve the living standards of destitute women through vocational training, promotion of handicrafts and establishment of a co-operative society which would later co-ordinate their activities.

The evaluation team established that the vision bearer of the KTC was initially the Missionaries. The interest in rehabilitating the street children in Kipsongo could be traced way back to 1984 when the missionary was building a church in Namatore and had frequent interactions with the street children in Kitale where the building materials were being sourced from. The missionary later moved to Nyambare hill in 1992 and finally to Kipsongo in 1994.

The vision was shared with the FPFK Church and other stakeholders such as the community members from Kipsongo Slums and the Government of Kenya. This was evident from their support in caring for the street children and the allocation of the land by the Government.

The objectives of the Centre were also found to be in line with the FPFK objectives of; preaching the gospel of Jesus to found churches, caring for the needy, poor and sick through social work and charity, elevating the general knowledge and education based on Christian values and to acquire property.

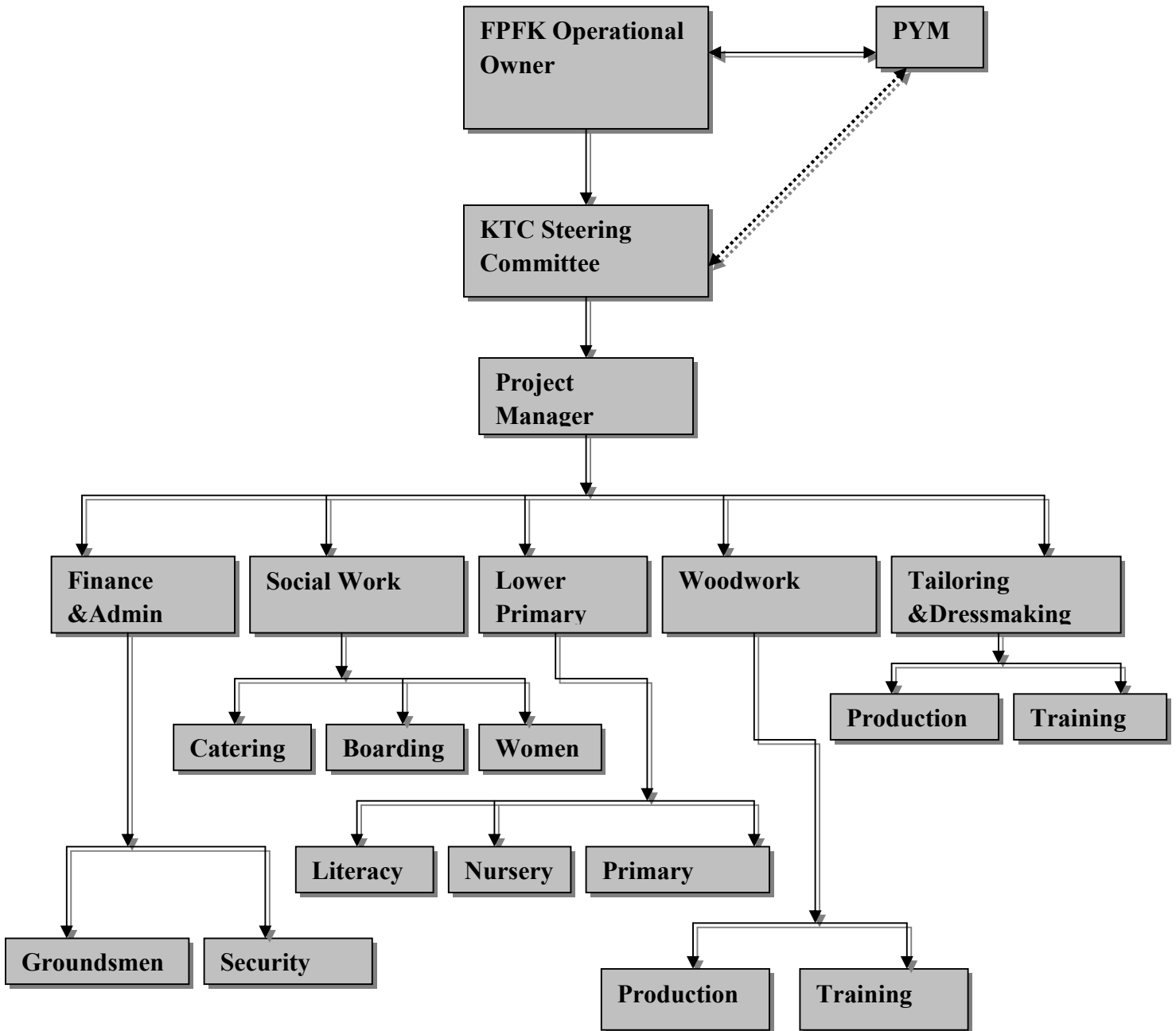
The evaluation team established that the committee had a number of members that were having vast experience and had been part of the KTC throughout its different developmental stages. The KTC Steering committee has not held any election since it was established in the year 1995. The experience acquired by the committee members was important for retaining the institutional memory. However, the steering committee was found to have failed to comply with the requirements of the FPFK's constitution (Section 9.3) on the governance of FPFK institutions, Enterprises, Ministries and Projects. The composition of the KTC's committee did not adequately provide for the skill mix required to effectively govern the centre for example, the committee lacked members with financial management skills to effectively ensure that the management adhered to recommended financial practices and financial policies of the FPFK. This gap could have led to the lapses encountered in undertaking the water project (Incomplete borehole and the new classrooms that incurred cost overruns).

The absence of the sub-committee such as, finance sub-committees (implying challenges of delegation within the committee) was also noted as one of the possible challenges that could have resulted in lack of proper handing over by the former KTC manager as was requested by the committee. There were incidences indicating lack of adherence to sound financial management practices. These had already been raised in the auditors Management letter of 2012. The example of this remark can be traced in the construction of a classroom whose budget was estimated at 400,000/= but whose actual expenditure was way above the estimates by KES 300,000/= (Audit report management letter 2012).

The Centre was also found to be lacking strategic direction as it had no business or strategic plan in place to provide the direction for remaining relevant to its mission in the context of the devolved system of governance in Kenya. The business plan would inform the fundraising strategies as well as the strategies to explore the existing opportunities to make the departments profitable.

The KTC was found to be having a clear Organizational Chart that illustrated the various positions within the institution and defined the relationships among and functions of the different positions.

3.4 The Organization Chart for Kipsongo Training Centre



The KTC management team comprised of the Manager, and the departmental heads (finance, lower primary, woodwork, tailoring and production). The management discharges the functions such as planning, organizing, leadership, staffing and coordination for their departments normally. There existed some gaps such as failure to hold regular departmental meetings (Management and Administrative meetings) that would be necessary for reviewing their plans

and monitoring their progress. The departmental staffs were found to be lacking their Job descriptions and letters of contracting their services. The above figure shows the organization chart that operate the KTC . The decisions are made by the steering committee of the centre; whose composition include church representation and the sponsor through the first batch of committee members appointed earlier. This is the formal structure of governance at the centre today. The current manager (doubling up as the social worker) who assumed office after the KTC steering Committee relieved the former Manager (Currently the Program coordinator Peace and Rights Program – Mr. Festus Mukoya) of some responsibilities over the centre was not given a written contract to accompany the promotion and still retains the previous terms of remuneration that was found to be lower than the packages offered to some of the departmental managers that the manager was supposed to head. An interview with the RCC further revealed that the RCC (operational owner of the KTC) did not recognise the appointment despite having a representation in the KTC steering committee. This could possibly point to existing or potential conflicts between the RCC and the KTC steering committee and lack of clear understanding of the roles of each committee as to where the Powers to appoint and or dismiss the staff of the KTC lies. The constitution is however clear on this issue on the appointment of the management (section 9.4) and requires the Operational owner board/council in conjunction with the governing body (in this case the KTC Steering Committee) to appoint competent staff to manage daily operations of the institutions, enterprises, ministries or projects. The conflict over management was also evident from the 2 incidences namely; when the KTC approached the local church to be in charge of running the nursery school but this request was denied and when the RCC sent a letter to KTC demanding 30% of the benefits from the centre on the basis that the Centre had benefitted from the seats and mattresses purchased through the Peace and Rights Program.

3.5 Relationship of the KTC to its Publics

The evaluators identified the following as some of the stakeholders to KTC;

- The international development partners,
- The Government of Kenya,
- County government of Trans Nzoia,
- The FPFK church,

- Street Children and destitute women,
- NGOs working in the area,
- Business community in Kitale,
- Kipsongo community (Turkanas and the Non- Turkanas).

The KTC has managed its relations well with some actors such as the church, missionaries, international development partners, and the project beneficiaries. The centre is however yet to establish a cordial working relationship with the County Government. An interview with the County Assembly Secretary revealed that the current activities in the centre remained little known to the County authorities despite their willingness to commit some devolved fund towards establishment of rehabilitation centres within some wards in the County. The KTC steering committee and the Kitale RCC that was established under the new FPFK constitution (2001) were yet to establish a smooth working relationship. The interview with the Senior Chief Z.K of Chemining'wa of Municipality Location revealed that the communities around the centre perceived the centre to be mainly benefitting the Turkanas as opposed to other local communities.

3.6 Relevance of the KTC

The vision and mission of the KTC still remain relevant to the needs of the community that it serves and the County at large. The number of the street children at the time of this evaluation was estimated by the Children' Officer to be about 370 of which 30% came from Kipsongo slum during the day time. About 70% of the street children are of Turkana ethnic origin. It was also reported by the County Assembly Secretary that the operations to clean up the major towns such as Eldoret of Street children by the County Askaris and the Law enforcement officers had led to an increase in the numbers of street children immigrating to Kitale. The presence and willingness of the business community to give out money and food to the street children has also been considered as one of the factors attracting more children to street life in Kitale. The County has yet to establish a rescue centre making KTC with already existing boarding facilities an appropriate institution. This makes the KTC interventions relevant and unique in the town.

3.6.1 Relevance and strategic fit for KTC

Rehabilitation and reintegration programmes

This programme has remained largely relevant owing to the continued food insecurity among the Turkana mainly from the ASAL region. The climate conditions have continued to affect food production in their local County of Turkana hence the migrations to Kitale town and Kipsongo slum home to the Turkana ethnic community in the hope to find some food and shelter besides the ethnic bonds attached and inherent in the slum village.

Due to nomadic life styles adapted by the families migrating and taking refuge in Trans Nzoia-Kitale, the centre remains to be the source of hope in accessing education, shelter, clothing and other critical basic needs by the street children migrating from Turkana County and the poor slums of Trans Nzoia .The programme establishes relationship between the parents and the children after a period of time and strategically allow them to bond. Those integrated have taken up gainful lifestyles in the jua kali sector (informal employment sector) within the town and beyond. (See list of beneficiaries in the annex)

Basic Education Curriculum

One of the aims of establishing the KTC was for providing access to education by the rehabilitated street children. Despite government efforts to provide free education, their achievements (governments) is still not adequate. KTC is best suited to provide early education (basic) because it has established facilities to provide shelter, clothing, food and accommodation in the KTC. This programme remains largely relevant for it complements government efforts in the provision of opportunities for accessing education for street children and its policies are pro-poor based on biblical teachings as espoused by the sponsoring church FPFK.

Women programmes

The programme of women training and empowerment is still relevant given that it is a source of knowledge and skills which have assisted those who go through the training to be self reliant and support family households' budgets from the proceeds of their activities example knitting and dressmaking. (See list of beneficiaries in the annex)

Adult literacy

The fact of illiteracy being still high makes the programme relevant because the set goals by both the government and international development (the millennium development goals) have yet to be achieved in eradicating illiteracy. Based on the projects annual report 2012 the illiteracy level stood at 60% still. This makes the programme relevant and needing more funding to cause impact and demonstrated success.

Community Health Education

The prevalence of preventable diseases among the target community means more needs to be done through civic education and campaigns. HIV/AIDS infections are still evident based on Government Health statistics (2012). The pandemic is now noted among married couples. This means the programme of public health remains relevant. The programme also encompasses sanitation and water under the public health portfolio and is relevant because of static needs of health of both curative and preventive interventions.

Rescue for street children and destitute women

In the entire County of Trans Nzoia, there are no other children or women rescue centres established that match KTC and which provide access to education, training and skills development among the adult women. This makes KTC one and the only one rehabilitation, reintegration and training centre for the groups that are vulnerable in the County.

3.7 Effectiveness of the KTC

The effectiveness of the KTC was assessed by examining the extent to which it had realized the intended objectives. These were;

1. To rehabilitate and re-integrate street boys through vocational training, Guidance and counselling and finally re-integration of the street children back into the normal society.
2. To improve the living standards of destitute women through vocational training, promotion of handicrafts and establishment of a co-operative society which would later co-ordinate their activities

From the time of its inception to the present time, The KTC has managed to rehabilitate 137 street boys and 437 female (women and young girls combined). The breakdown of all the KTC beneficiaries is given in table 2.

Table 2: KTC Beneficiary analysis

Category/Level	# of Beneficiaries	
	Males	Females
Carpentry /Woodwork	36	
Tailoring	8	376
Sewing Machines		33
NYS	9	6
Primary School	9	6
Secondary School	13	2
College	4	2

The sustainability strategies that have been adapted in the face of reduced donor support to the centre such as supporting the street children to access their primary school education through the KTC primary section may require a review of the objectives in order to address the needs of the wider Kipsongo community. The renewal of the KTC operating certificate requires that the centre be hosting (institutionalizing) the street children, but currently there are no street children hosted by KTC. This dilemma surrounding the renewal of the KTC’ certificate could interfere with the process of enrolling the pupils in the Primary section of KTC who are expected to sit their KCPE examination for the first time in 2014.

The effectiveness of KTC is illustrated by the occupations of the beneficiaries as shown in the table below. Mainly the vocational training section was instrumental in the recorded results. The formal education sector has yet to present candidates for the Kenya certificate of Primary Education. The majority of the graduants of the vocational training have been absorbed into gainful activities courtesy of KTC curriculum.

RE-INTERGRATION FROM 1995-2013							
	Names	Residence	Occupation		Names	Residence	Occupation
1	Peter Ekai	Kitalele	Student	70	Charles Kidiva	Mumias	Carpenter
2	Joseph Elimlim	Lodwar	Dressmaker/ Driver	71	Edwin Simiyu	Bungoma	Carpenter
3	Eliud Epenyo	Kitalele	Student	72	James Ereng	Lodwar	Carpenter
4	Christopher Kamau	Njoro	Carpenter	73	Emmanuel Wanyama	Kiminini	Carpenter
5	Amos Eyole	Endebess	Student	74	Bob Eyeley	Kipsongo Slums	Carpenter
6	Joseph Ekimat	Kipsongo Slums	Student	75	David Lopeyok	Cherangany	Driver
7	Alex Ewoi	Cherangany	Driver	76	Christopher Ikone	Kitalele	Welder
8	Obadiah Njoroje	Nakuru	IT Technician	77	Reuben Ewoton	Kipsongo Slums	Tailor
9	Moses Mutua	Machakos	Social worker	78	Peter Elar	Kipsongo Slums	Class Eight
10	Geoffrey	Kiminini	Student	79	David Mandela	Lodwar	Carpenter

	Njenga						
11	Alex Eregae	Endebess	Social worker	80	Bonface Edugan	Lodwar	Class Eight
12	Simom Lopeyok	Matunda	Student	81	Michael Eria	Matisi	Mechanic/Driver
13	Joseph Esokon	Kipsongo Slums	Student	82	John Odera	Kisumu Ndogo	Dropout
14	Alphonse Otua	Cherangany	Student	83	John Esinyen	Mombasa	Carpenter
15	Dennis Ochieng	Bumala	Student	84	Phillip Ekai	Kipsongo Slums	Mechanic
16	Samuel Lobor	Mois Bridge	Student	85	James Naudoi	Lodwar	Carpenter
17	Moses Wanjala	Mois Bridge	Student	86	John Babu	Lodwar	Dropout
18	Musa Ekiru	Kipsongo Slums	Student	87	John Eregae	Turbo	Tailor
19	Karani Rodgres	Kamuneru	Student	88	Patrick Wanjala	Sudan	Carpenter
20	Daniel Ewoi	Kitalele	Student	89	Michael Esinyen	Kipsongo Slums	Tailor
21	Sylvester Lero	Lodwar		90	Mike Ebulon	Lodwar	Tailor
22	Bonface Eregae	Lodwar		91	Samuel Erinyok	Kitalale	
23	Kennedy Omondi	Kitalele	Student	92	John Ekai	Kitalale	Driver/Car pentry
24	Joseph Ekai	Kipsongo Slums	Student	93	Robert Wamukota	Kapkoi	Tailor
25	Liverson Situma	Namanjalala	Mechanic	94	Joseph Ekhai	Lodwar	Dropout
26	Bosco Ekidor	Kapenguria	Carpenter	95	Ericksimiyu	Turbo	Carpenter
27	Javan Kiraitu	Kiminini	Carpenter	96	David Wanjala	Kapkoi	Tailor
28	Robert Wafula	Endebess	Mechanic	97	Joseph Ikau	Eldoret	Welder
29	Samson Ewoi	Lodwar	Mechanic	98	James Eyane	Mombasa	Driver/Mechanic
30	Jackson Lomo	Kipsongo Slums	Masonry	99	Paul Lokolita	Kipsongo Slums	Dropout
31	Charles Lowoi	Kipsongo Slums	Student	100	James Eroti	Lodwar	Dropout
32	Joseph Ijaka	Mt.Elgon	Student	101	Musa Lopeyok	Kisumu Ndogo	Driver/Car pentry
33	Peter Chege	Cherangany	Masonry	102	Joseph Lobwin	Bidii Farm	Class Eight
34	Peter Lokomar	Kipsongo Slums	Mechanic	103	Patrick Kem	Kipsongo Slums	Dropout
35	Joseph Epalat	Kitalele	Mechanic	104	Peter Edipuru	Kipsongo Slums	Dropout
36	Peter Ekhale	Kipsongo Slums	Mechanic	105	Samuel Muya	Kipsongo Slums	Masonry

37	Moses Wanjala	Kapkoi	Masonry	106	Ereng Lotiang	Sudan	Mechanic/Driver
38	Fredrick Juma	Mois Bridge	Mechanic	107	David Eregae	Turbo	Tailor
39	Samuel Wekesa	Diwani	Mechanic	108	Joseph Ekiru	Lodwar	Teacher
40	Fred Mashoka	Mois Bridge	Mechanic	109	Emmanuel Ebenyo	Bungoma	Carpenter
41	Jackson Nwwar	Kipsongo Slums	Masonry	110	Moses Losuru	Cherangany	Welder
42	Robert Wabomba	Village-Inn	Masonry/Carpentry	111	Patrick Emanikor	Bidii Farm	Class Eight
43	Fred Simiyu	Matunda	Masonry Wiring	112	Samuel Ekaal	Lodwar	Masonry
44	David Ekai	Kapenguria	Carpenter	113	Joseph Esibitar	Lodwar	Driver
45	Simon Lokhale	Lodwar		114	James Losike	Lodwar	Carpenter
46	David Losuru	Cherangany		115	Alphas Kipruto	Eldoret	Dropout
47	Joseph Mariko	Kipsongo Slums		116	Paul Ewoi Ekai	Kitalele	Masonry
48	David Eki Tioko	Makutano	Carpenter	117	Kennedy Achuka	Nairobi	Dropout
49	Moses Ekingor	Lodwar		118	David Esto	Matisi	Carpenter/Driver
50	Robert Wafula	Bungoma		119	Daniel Wafula	Kapkoi	Carpenter
51	Gabriel Losuru	Lodwar		120	Justus Maina	Lodwar	Class Eight
52	Joseph Muya	Lodwar		121	Mark Emeto	Matisi	Driver/Carpentry
53	Kevin Kiptoo	Eldoret	Student	122	Moses Elare	Kipsongo Slums	Class Eight
54	Peterr Edome	Lodwar		123	Samuel Lopolos	Kitalele	Masonry
55	Thomas Eregae	Kipsongo Slums	Student	124	Hezron Yohana	Kipsongo Slums	Class Eight
56	Mathew Ekai	Lodwar	Class Eight	125	Henry Lolgolol	Sudan	Driver
57	Joshua Iroto	Kapumboi	Student	126	Dickson Elim	Kipsongo Slums	Class Eight
58	Dickson Erim	Kipsongo Slums	Student	127	Anthony Nyongesa	Matisi	Mechanic
59	John Etabo	Kipsongo Slums	Class Eight	128	Peter Emeri	Cherangany	Welder
60	Kennedy Esinyen	Lodwar	Class Eight	129	Ekai Nakhato	Lodwar	Dropout
61	Robert Peter	Lodwar	Class Eight	130	Josephat Erupe	Lodwar	Masonry
62	Wilson Karoki	Diwani		131	Simon Logel	Kipsongo Slums	Dropout
63	George Ndegwa	Mois Bridge	Student	132	Joshua Wafula	Namanjalala	Student

64	Gabriel Kweyu	Namanjalala	Student	133	Jeremiah Ekiba	Matisi	Carpenter
65	Joseph Akori	Lodwar	Class Eight	134	Simon Jiriman	Kipsongo Slums	Carpenter
66	Peter Lotilang	Lodwar	Student	135	James Keno	Kipsongo Slums	Dropout
67	John Lokoro Aibach	Lodwar	Class Eight	136	Simon Mwangi	Kipsongo Slums	Dropout
68	Phillip Echakan Tioko	Kipsongo Slums	Drop Out	137	Tom Wanyama	Kitalale	Carpentry
69	Ebeikal Ekai	Lodwar	Dropout				

The table below illustrates the numbers of some of the women beneficiaries of KTC since inception. Most have been absorbed into gainful activities around the slums and within the proximity of the urban centres.

WOMEN WHO BENEFITED FROM THE PROJECT SINCE IT STARTED

1	Mary Emanikor Lubuini	18	Lorna Akhai Edung
2	Regina Engoroko Erot	19	Alice Ebenyo
3	Anna Amana	20	Naomi Wanjiru
4	Nancy Rukia Kamaisi	21	Rose Kerubo
5	Christine Nabeina Lochi	22	Alice Alimlim Echman
6	Alice Akai Tioko	23	Joyce Mutenyo
7	Jackline Arkide Loyete	24	Emily Khakasa
8	Leah Lourien Ekiru	25	Julia Lokeno
9	Mary Atabo	26	Ann Matayo
10	Teresa Anyasi	27	Ruth Akai
11	Pauline Amni Esokon	28	Regina Nanok
12	Susan Ekiru Ewoi	29	Esther Nanyaiti
13	Margaret Lobolia Awoi	30	Judith Cherubet
14	Agnes Akiru Edung	31	Monica Topos
15	Selina Akha Kongito	32	Mourine Ogire
16	Christine Nalika	33	Violet Nerea
17	Irine Mukoya Wakwabubi		

3.8 Efficiency of the KTC projects

The efficiency of the KTC' interventions were determined by assessing the profitability of each sector.

An analysis of financial performance of each sector revealed that only 3 sectors namely, the Carpentry/ Woodwork, the Nursery School and the catering section were operating profitably.

The other sectors which were not able to break even included the Primary School section, Tailoring section and the computers section. The section on the financing operations is illustrated in the tables below; the value of investment is better understood by the number of beneficiaries that are living gainfully as product of KTC. These are given in tables above where 137 boys who received training at KTC and 33 women are all absorbed mostly in the informal employment sector of the Kenyan Economy to day.

3.9.0 Analysis of KTC' Finances

3.9.1. Sources of Funds

3.9.2 Funds from Norway

From the documents provided and responses received, we observed that funding from Norway reduced significantly in 2009. The trend has continued to date. Being the main funder of the project, it becomes difficult for the centre to implement its operations fully. The centre does not have any other external funder.

3.9.1.2. Departmental Incomes

From information received, it was noted that the centre has six (6) income generating departments namely, Pre-School, Primary School, Carpentry, Catering, Tailoring and Computer training. The departments are supposed to be self- sustainable. Out of the six, only half of them (Pre-school, Carpentry and Catering) are able to sustain themselves and have small surpluses. The surplus from these departments is consumed by the loss making departments. We further established that one of the departments (tailoring production unit) has been closed.

3.9.1.3. Rent and other Incomes

We further established find other wording that the centre also earned rent income from Peace and Rights Programme. It also gets incomes from other sources such as donation, gardening (2008), Free Primary School (FPE-2012). The centre also has small machines such as concrete mixer and welder for renting out. The two have not been generating income till the year 2013. We also noted from the analysis that income from departments and from other sources has been increasing since the time when donor funding was reduced. Most of the increases are from catering services and rents paid by the Peace and Rights project. Other increases were realized through carpentry products of the centre. This in turn indicates a possible sustainability of the centre to some extent and also reveals the level of efficiency at KTC.

The table below shows the percentages of funds received from various sources for the last 5 years (Kenya Shillings).

Table 3: Income

Source	2008	2009	2010	2011	2012	Total	%
Norway	7,005,536	3,734,112	3,131,248	3,112,760	2,445,873	19,429,529	47.96
Tailoring Production	436,657	0	463,120	0	0	899,777	2.22
Carpentry Production	1,535,895	1,424,432	1,859,826	2,897,368	2,226,097	9,943,618	24.55
Nursery School	99120	0	183,275	275,150	375,995	933,540	2.30
Gardening	85,730	0	0	0	0	85,730	0.21
Training services	493,790	0	0	0	0	493,790	1.22
Computer Training	47,400	0	76,600	40,400	41,700	206,100	0.51
Tailoring Training	0	0	102,975	73,000	50,800	226,775	0.56
Primary School	0	0	141,471	395,070	417,510	95,4051	2.36
Catering	0	0	2,327,581	1,722,436	1,790,458	5,840,475	14.42
Local Contrib.	0	0		125,000	213,030	338,030	0.83
Water/ Rent	0	0	0	530,000	624,000	1,154,000	2.85
Bank Interest	0	0	0	2,856	0	2,856	0.01
Total	9,704,128	5,158,544	8,286,096	9,174,040	8,185,463	40,508,271	100

From the table above, most of the funds received came from Norway (47.96 %), 24.55 % from Carpentry and 14.42 % from catering respectively.

3.9.2.0 Expenses

An analysis of the expenses against the incomes, indicates that the expenses are unsustainable compared to the incomes generated by the centre.

Table 4: Detailed expenses tabulations

EXPENSES	2008 (Kshs.)	2009 (Kshs.)	2010 (Kshs.)	2011 (Kshs.)	2012 (Kshs.)
Personnel	2,247,037	1,551,069	1,547,675	1,742,944	1,152,019
Teaching Materials	123,628	78,427	0	0	0
Feeding Programme	844,574.5	665,911	0	0	0
Reintegration	1,828,147.5	1,310,482	0	2,9393,62	0
Personal Care	262,966	199,664	347,880	0	0
Administration	549,770	264,497	161,236	156,992	321,205
Maintenance	501,401	541,656	440,821	179,351	249,807
Electricity & Water	207,347	242,343	280,754	309,010	260,697
Car/transport	726,333	209,685	235,429	0	86,585
Tailoring Production	440,011.5	0	271,066	0	0
Carpentry Production	1,136,436	0	1,765,623	1,815,514	4,208,016
Staff general Insurance	113,401	0	0	0	0
Nursery School	131,293	0	184,712	0	0
Computer training	65,400	0	56,577	0	0
Gardening	251,868	0	0	0	0
Relief/Marketing	212,920	0	0	0	0
Miscellaneous	18,796	9,043	26,072	8,019	1,400
Bank charges	10,808	7,663	6,857	4,988	5,926
Tailoring training	0	0	61,810	0	0
Primary School	0	0	1,730,023	623,584	1,139,625
Construction	0	0	0	0	758,810
Catering	0	0	1,081,569	1,330,136	0
Consultancy/Audit	0	54,500	75,066	71,703	0
Total	9,672,137	5,134,940	8,273,170	9,181,603	8,184,090
Surplus	31,991.4	23, 604	12,926	(7,563)	1,373

Table 5. Summary Income versus Expenses

Year	Income	Expenses	Surplus/ Deficit
2008	9,704,128	9,672,137	31,991
2009	5,158,544	5,134,940	23,604
2010	8,286,096	8,273,170	12,926
2011	9,174,040	9,181,603	(7,563)
2012	8,185,463	8,184,090	1,373
Total	40,508,271	40,445,940	62,331

Table 5 above shows that whatever surplus the centre remains with is not sufficient to invest in other income generating activities which can sustain the centre.

3.9.3. General Observations

3.9.3.1. Accounting Software

We observed that the centre is still using manual accounting system. The system is prone to errors and also tedious.

3.9.3.2. Annual Audits

A desk study of annual audit reports established that external audits are conducted by an external auditor (Massawa and Company) annually. However, we were provided with a management letter for only one year (2012). The consultants had limitations in accessing previous management letters that contained comments which could have informed the factual positions on this. It is therefore not possible to satisfactorily explore this item.

3.9.3.3. Budgeting Process

From information received on budgeting process, we established that budgeting process is not participatory. The process is limited to the finance officer and board.

3.9.3.4. Policy Manuals

We noted that the centre has policy manuals prepared by FPFK head office which guide in its operations. However the manuals need to be updated. The staff had not familiarized themselves with the policies contained in the documents while some staff were not aware of the existence of such documents.

3.9.3.5. Procurement/ Approval System

Requisitions are done as observed by the respective heads of departments who forward the same to the accounts officer who checks against the budget and also availability of funds before

forwarding to the manager for approval before payment is done. Where huge amounts are involved, the same is referred to the treasurer for approval.

Some of these issues (relative to construction of the classroom as stated in the management letter 2012 audit report) had already been raised earlier by the auditors in 2012 but no implementation or follow up by the management and the board was done.

3.9.3.6. *Cash Handling Procedures*

From the information provided we noted that cash from different departments are receipted accordingly (using respective receipt books). The daily expenses are deducted before depositing the net.

3.9.3.7. *Inventory*

During our assessment we were informed that the asset register was handed over to the Board of Trustees (FPFK Head Office) at the beginning of the year 2013. The KTC is a National Office Institution and the Board of Trustees have oversight authority over all FPFK assets in the country. This therefore explains why the assets registers were surrendered to National Office for safe custody as mandatory.

Human Resources Management

3.9.3.8. *Human Resource Systems*

We established that the centre employs approximately 30 staff ranging from full time to casuals where all staff report to the Manager.

3.9.3.9. *Recruitment Process*

There is a clear recruitment process which is competitive. The shortlisted candidates are interviewed by the board and the best selected.

3.9.3.10. *Job Descriptions and Contracts*

The job descriptions do exist but they are not documented. Staffs do not have letters of appointments detailing their terms of service.

3.9.3.11. *Staff Development and Motivation*

We established no staff development mechanism has been put in place due to the limited resources though the staffs were willing to undertake various courses relating to their work.

3.9.3.12. *Departmental and Staff Meeting and Appraisals*

We noted that there have not been meetings being convened by the respective officers to discuss on issues relating to the work nor are appraisals carried out.

3.9.3.13. *Salary Scale/ Salary Competitiveness*

We established that there is no salary scale that guides in staff remuneration. The salary was also found to be not competitive given the current cost of living.

Some of the main challenges cited for poor performances in some sectors included; lack of clear marketing strategy, lack of motivation for the KTC staff, mismanagement and lack of clear strategic direction. The performing sectors were heavily burdened by the non performing departments such that they could not easily plough back the profits to improve their own operations, for example the ECD section' profits were mainly used up in paying for the salaries and wages of the Primary Section. The tailoring section was grossly underutilized despite having great potential to generate income for the KTC, this section has adequate number of sewing machines and the printing machine that were not in use at the time of this assessment

3.10 Sustainability of KTC projects

Based on the gross income analysis of the centre, the local income is 52.04% of the total income while 47.96% is donor funding. This makes the KTC sustainable to some degree from the local sources. If effectively operationalised the identified income sources can sustain the operations. The curriculum at the centre if well managed can also offer sustainability opportunities in a way through increased enrolment of more students on bursaries from the County and National governments now that education and training has been prioritized by the Ministry in charge. The centre has been able to break even for the last five years as per the analysis. (*See tables on income and expenditure*) This is a further evidence of possible sustainability of the centre.

The key question here is probably: is the centre able to sustain and continue its work to obtain its objectives – reintegrate and educate street boys, improve life quality of women through training and business? What are the specific obstacles? Are they still depending on donors?

Also other sorts of sustainability could be assessed – such as organizational and professional sustainability.

It was clear that the reduction in donor funding to the KTC found the centre less prepared to sustain the projects that had been initiated, this is corroborated by the fact that the Centre had to change their approach of supporting the street children from within the institution to the home based care approach. The main reasons being cited were that the centre was unable to afford the cost of feeding the street children if accommodated. Some sectors such as the Carpentry, ECD, and Catering had shown the potential to sustain their operations. With good management, these sectors have the capacities to sustain themselves and to support the core business of the centre (supporting street children and destitute women). The full potential of the profitable sectors may

not however be realized due to the challenges such as the inability of sectors such as Carpentry to stockpile raw materials such as timber in order to enjoy the benefits of the economies of scale, limited spaces for expansion of the ECD and primary school section (hindering the establishment of child friendly facilities e.g. for sports).

3.10.1 Identified conflicts

The following were some of the conflicts that had been identified in KTC relationships with its stake holders;

1. RCC-KTC Steering Committee conflicts

This has manifested itself in the misunderstanding surrounding the recruitment of the new KTC manager and handing over by the current Peace and Rights program coordinator. The RCC members expressed their fears that the Missionary communicates directly with the Chairman of KTC and therefore the decisions made by the RCC regarding the KTC would be easily overturned. These claims were however not backed by specific examples of such incidences.

3.10.2 Decision making at KTC

Kitale RCC and the Kipsongo Training Centre' steering committee played an important role in conceiving the project idea and putting together the project document. The project has been run under the jurisdiction of the Kitale Regional Church Council, but there were moves to have the project run from the National office though not yet finalized at the time of this end term evaluation. The RCC however expressed fears that such a move would only make the process of implementation more bureaucratic and increase the operational cost of the project at the expense of the direct program costs benefiting the intended beneficiaries. Some of the examples of the projects that were not responsive to the needs of their local people as a result of centralized management by the National office were cited as; Thessalia project and the Bukhungu project in Kakamega.

3.10.3 The ideal governance working structure at FPFK projects Countrywide:

As per the procedure, the National Board appoints the steering committee for each of its various institutions/ projects. The National Board delegates authority to these committees but remains responsible and the appointments are in consultation with the required committees of the church.

The composition of the committees represent the donor and the local church (National Office). At KTC, the Steering Committee has oversight authority over the institution and approves all projects expenditure, appointments which are in turn approved by National Board and approves operations budgets or viament.

The Steering Committee then delegates authority to the manager and his team to operate the centre. Authority to spend is from the minutes of the Steering Committee and the approved budgets.

The situation at KTC is however fluid and not quite clear on this. The consultant observed as reported in this text that HR functions were not adequate i.e. job descriptions missing in most appointments.

3.10.4 Relevance of Peace and Rights program and KTC.

The evaluators determined the relevance of the project by assessing the extent to which the felt needs of the targeted groups were addressed by the project interventions as well as the alignment of the project objectives to FPFK' strategic goals. The relevance was further assessed by looking at the possible synergies that were created by the, FPFK Church and the Kipsongo Training Centre.

The goodwill created by the KTC that has had a long history of rehabilitating the street children also contributed to the confidence in FPFK Kitale Region that enabled the project to secure financial support from the partner PYM Aid (NORAD via Digni). The project further benefitted from the Church facilities such as the FPFK College in Karen - Nairobi to train some of the project beneficiaries. The area still has a number of needs that have not been met.

CHAPTER FOUR

4.0. Conclusions and Recommendations

4.1 Conclusions

Based on the evaluation exercise findings, the consultants drew the following conclusions:

- That the Kipsongo Training Centre is relevant to the needs of the target beneficiaries as a source of knowledge, skills and empowerment.
- The project (KTC) has high premium placed on it by the communities because of its output through rehabilitation and reintegration of children and empowerment of destitute women.
- The beneficiaries of KTC are leading gainful lives after they accessed project interventions.
- The KTC is viable and if well funded could cover large areas of the Arid and Semi Arid regions of the North Rift.
- The management arrangement in place is antagonistic given the mix between the Peace and Rights Programme of the church having an apparent spill over oversight authority that is not well defined.
- The Regional Committee of the Church is not visible in the decision making process. It is understood that KTC is a project of the national board of FPFK alongside others in the Western region of the country; the example of Bukhungu Polytechnic and Thessalia, just to mention two.
- The owner of KTC is established to be FPFK Church supported in resources provision for the centre by PYM Norway.

4.2 Recommendations

- Develop a business plan showing clear strategies on how each department needs to be supported to sustain it self and contribute part of the profits to supporting the course of street children rehabilitation and support to destitute women. This will also entail identification of clear marketing strategies for each department. KTC can improve the project' viability with the assistance of Peace and Rights Program' communication

department that may assist in developing webpage and e-newsletters to update the stakeholders with information about the centre.

- Investing in staff development by prioritizing relevant trainings for the KTC staff (for example the staff in charge of tailoring reported having missed an opportunity to attend a course that would have equipped her with skills to operate the printing machine despite having secured an offer to undertake the same.
- Address the gaps in KTC' governance such as holding the elections in line with the FPFK constitution (deliberate measures may be taken so as to ensure that the change management results in retention of institutional memory of the centre). It may be necessary to have department specific sub- committees such as the ones responsible for the school section in order to ensure adequate involvement of the relevant stakeholders.
- Explore additional sources of funding the activities that support street children, the manager and the KTC steering committee may approach the Trans Nzoia County government, Identified members of Kitale business community and NGOs interested in child protection.
- Explore the already proposed sustainability strategies (ref. Auditors' Management letter 2012).
- The management/ board should consider resuscitating the tailoring production unit which has the potential of sustaining itself and even have surplus to inject into other projects.
- The management should come up with cost cutting measures on non critical vote heads. By so doing the centre will have surplus that can be re-invested. The same can also be used to motivate staff through staff development which has no budget allocation.
- The management should act with speed to address the issue of overstated cost of the construction of pre unit classroom as raised by the auditors in their management letter of 2012. This is mentioned in the financial analysis of this report based on the management letter,
- The centre should acquire a computer and install simple accounting software for the start as this will enhance efficiency and save on time employed by the officer in charge. This will also enhance quick generation of financial reports.
- Update the manuals and make the policy manuals accessible/ readily available to the KTC staffs.

- Involve the departmental heads in the process of developing the budgets so as to create sense of ownership.
- The management/ board should set authority limits on approvals by actors in various cadres (levels).
- The management should make it a requirement that the auditor furnishes them with management letters upon completion of audit as this will allow them to follow up on issues raised.
- As the best practice, all monies received should be receipted and deposited intact. The management/ board should come up with a policy on the limit of money to be kept in the office. Otherwise most of the expenses should be done by cheque. Petty cash also needs to be operated on Imprest system.
- The manager should hold regular meetings as this will make staff to express their views and enhance their effectiveness.
- The National Board of FPFK should revisit the organogram of the project coordination with a view to provide delegated authority to Project Steering Committees and or Institutional Boards in consultation with their local regional Boards as necessary
- The board should have formal agreements with staff as provided by the Labours Laws/industrial relations

Annexes

1. List of participants

	Date 10/12/13	KTC Committee Members FGD	
	<i>Name</i>	<i>Position</i>	<i>Telephone Number</i>
1	Rev. Joseph Lokuruka	Chairman KTC	0717961366
2	Milcah Ogendo	Secretary	0721953395
3	Mary Atesiro	Member	0718689607
4	Alice Waswa	Member	0711825772
5	Rev. Gerald Were	R.C. Member	0723261030
6	Anthony Masika	Treasurer	0720422097

	Date 10/12/13	KTC Staff FGD	
	Name	Position	Telephone Number
1	Masika Anthony	Cashier	0728865295
2	Annan N. Mabunga	ECDE Teacher	0723724070
3	David Limo	Head Teacher	0723133916
4	Milcah Ogendo	Manager	0721953395
5	Lilian Jahenda	Cloth making Instructor	0727036812
6	Ndiema John	Security	0728814399
7	Jackson Masundi	Carpentry Foreman	0729164839
8	Isaac Mwangangi	Financial Advisor	0712079852
9	Naibei David	Computer Tutor	0729358859

Key Informant Interviews				
	Date	Name	Position	Date
1.	11/12/13	Esther	Children' Officer	0722455146