Building Evidence for Stronger Interventions
About IIDC

Impact and Innovations Development Centre (IIDC) is a regional technical assistance organization that supports nonprofits in East Africa to develop and implement programmes that are evidence-based, effective and sustainable.
The work IIDC does reshapes the story of children and their communities in East Africa. We tell this story by partnering with organizations that are at the frontline of tackling vulnerabilities in communities by continually learning and re-learning what is working and what does not work.

This year we particularly focused on strengthening our partners’ capacity to work more efficiently and sustainably by emphasizing evidence-based interventions and improving corporate governance for better accountability to all stakeholders.

What did we discover? Commitment to change is more important than checklists that reinforce ‘business as usual’. Simply translated, for development work to transform the lives of people, we must as a collective of implementers, intermediaries and social investors be willing to embrace ‘what did not work’ as part of our learning and accountability to the communities and other stakeholders we serve.

Fortunately, the strides we have made in consolidating and fine-tuning efforts are being scaled up due to the generous support of donors who believe every change, no matter how small counts. We continue to embrace this work, remaining grateful that we share in this bold vision for more resilient communities.

John Baptist Wasswa
IIDC Board Chairperson
Consolidated: We brought together different perspectives ensuring that we support the right partnerships.

Our Timeline: In 4 years we have...

2016

Conceptualized: Positioning IIDC as a technical assistance to improve regular reflection, refining theories of change, skills development, documenting evidence, networking and knowledge sharing.

Catalysed: IIDC started the process of supporting organizations to probe interventions and interrogate approaches to drive evidence-based programming.

2017

Challenged: We questioned the status quo—the vicious cycle of aid without transformative change. As we listened we learned that development work could be done differently.

Co-created: IIDC supported the creation of different platforms where organizations work together to develop new approaches and interventions.

Collaborated: We linked organizations to work together to refine their models.

Communicated: We promoted story-telling and documentation in different, creative formats.

2018

Consolidated: We brought together different perspectives ensuring that we support the right partnerships.

2019

Co-learn: We promote innovation and highlight case studies.
Learning through evidence

We build the knowledge base of organizations in topical development issues through experience sharing in annual learning events, learning cohorts, provision of knowledge resources and technical advisory support. Through these activities, organizations are able to strengthen and refine their programming for stronger interventions.

3 THINGS WE DID TO FACILITATE LEARNING

- **Trainings**
  Facilitated training on INSPiRE model for prevention of violence against children through funding from Children Rights Violence Prevention Fund.
  Supported partners to develop communication strategies aimed at improving visibility of partner work on global platforms.

- **Documentation**
  We initiated the weekly IIDC Technical Reader Series with the goal of equipping partners with synthesized knowledge on topical development issues to provide evidence that can improve outcomes.
  Partners were supported to develop and share case studies thus contributing to the evidence base for good practices in development work.

- **Listening**
  The annual regional learning convening provided an opportunity for us to listen in again to priority support required by partners to refine their models based on their implementation experience.

CASE STUDY: THE LEARNING COHORT

IIDC has been managing a three-year learning process on preventing violence against children (VAC) in schools, collaborating with a cohort of eight organizations involved in VAC prevention and response in East Africa (Kenya, Tanzania and Uganda). IIDC sought to engage the cohort in iteratively implementing programmes based on continuous learning rather than waiting until project end as is common in most development programmes.

The learning cohort, therefore focused on promoting evidence-driven approaches to programming by supporting partners to learn from their work through regular knowledge exchange forums and convenings as well as supporting documentation of promising approaches.

Outcomes

The cohort improved collaboration and knowledge sharing between partners resulting in greater confidence to restrategize, and better resource usage by avoiding duplication in activities like research for evidence.

Actors were able to articulate and document learning outcomes to improve practice on VAC prevention and response.

What did we learn?

Organizations struggle to adjust to emerging evidence due to internal and external constraints. In order to put evidence into practice organisations must commit to the tenets of “a learning organisation”.

BECOMING LEARNING-CENTRED

SNAPSHOT OF THE LEARNING CONVENING

- Strong Theory of Change for proper modeling and monitoring
- Clear baselines and other comparable surveys
- Co-creation, coordination, communication and collaboration
- Adoption, adaptation and contextualization of models are pivotal
- Document practices, policies and procedures from the start of the intervention

During the regional learning convening.

18 models discussed

22 participating organizations
Our Technical Advisors engage project managers to improve project design, monitor and conduct end of project evaluations while documenting key lessons for project scale up.

ENHANCING THE SCALE UP OF PROMISING INTERVENTIONS

- We provided technical advisory services for Monitoring and Evaluation for child protection organisations to formulate and implement outcome-based initiatives.
- We trained organisations on social norms programming as a critical step to effecting behaviour change in communities.
- Facilitated scale-up of the Good School Toolkit in Tanzania by supporting technical collaboration between implementing organizations in prevention of violence against children.
- IIDC continued to build internal capacity to support partners implementing the INSPIRE model through management trainings from The Global Partnership to End VAC.

SUPPORTING PARTNERS TO BUILD EVIDENCE

IIDC supports implementers to critically analyse what worked and what did not work by conducting project evaluations. This fosters learning for the organization and its partners.

- End of program evaluation for the programme on Promotion of integral development in Busoga through cultural awareness-raising, dialogue, education and evangelization, implemented by Cultural Research Centre, Jinja, commissioned by DKA Austria.

ESTABLISHING PROGRAMME BASELINES

Measuring the situation before project start allows for evidence-based project design and progress monitoring.

- Baseline survey on the level of government and practitioners’ knowledge about INSPIRE, commissioned by Children Rights and Violence Prevention Fund.

Other Programme Support

- Refining the Theory of Change, Monitoring, and Evaluation frameworks.
- Mentorship and capacity building.
- Testing and modifying models.
- Synthesizing emerging knowledge for implementers.
- Bridging the gap between research and practice.
- Documenting project learning.
- Knowledge sharing and collaboration.
Intervening for children

Every development intervention directly or indirectly affects children, especially those living in the most vulnerable communities. Therefore we are mindful that we keep them at the heart of all our work to ensure they are protected and supported to progress.

PARTNERSHIPS FOR CHILD SAFEGUARDING

As part of its commitment to safeguarding children, OAK Foundation, in Tanzania has since 2013 been implementing its safeguarding policy aimed at protecting children that interface with its work. IIDC was supported by OAK Foundation to strengthen child safeguarding in its partner organisations.


Case study: Aligning actors to national violence against children prevention policy

Following the publication of the Violence against Children (VAC) study report in 2018, the Ministry of Gender, Labour and Social Development, Uganda, made key recommendations for more versatile strategies for VAC response and prevention one of which included the adoption and roll out of INSPIRE by all child protection actors in the country. INSPIRE is a seven-strategy technical package developed through a multi-agency collaboration working towards an evidence-based framework for ending violence against children.

A baseline survey conducted by IIDC in 7 districts among government agencies, civil society actors, women groups, youth and media agencies revealed that only 42% were aware of INSPIRE.

In an effort to promote the INSPIRE package IIDC worked with CRVPF to train 40 NGOs and community based organizations in Mukono, Luwero, Kabarole and Kasese.

The INSPIRE training provided content about INSPIRE and how it integrates with the local context in their areas of operation. The training provided a platform for participants to connect with government priorities in preventing VAC and adopt INSPIRE as recommended by government of Uganda.

The global seven strategy INSPIRE model

Implementation & enforcement of laws
Norms & values
Safe environments
Parent & caregiver support
Income & economic strengthening
Response & support services
Education & lifeskills
Organizational Development

We build the capacity of organizations to implement policies, systems, and strategies that allow them to operate with integrity and excellence as well as showcase their work.

CORPORATE GOVERNANCE

Strengthening institutional capacity is a vital measure for sustainability and steady progress in the realization of organizational goals and objectives. IIDC worked with donor grantees to maximize their potential to deliver results in communities by having strong accountable systems.

- Training Pathway Initiative for Development Uganda on governance and leadership
- Training HORIZONT3000 Funded partners in East Africa on governance and leadership
- Strategic plan development for Pathway Initiative for Development (PID) Uganda
- Supporting HORIZONT3000 partners in East Africa to re-plan their projects
- Training Green Light Forum member organizations on financial management and human resource management

Resource Base

FUNDING ALLOCATION

IIDC is grateful for the financial and other support it receives from a growing number of funding partners to support the realization of the organization’s mission. The majority of the funding we get is channeled towards the provision of technical capacity strengthening and knowledge management support to implementing partners.

Within financial year July 2018 –June 2019 IIDC received funding from American Jewish World Services, Wellspring Philanthropic Fund, OAK Foundation, Children Rights and Violence Prevention Fund, HORIZONT3000 and DKA Austria. Actual expenditure amount to USD 630,000 with the following funding allocation:

- Activities: 54%
- Personnel Costs: 28%
- Institutional Development: 10%
- Operational Costs: 8%
- Institutional Development: 10%
- Operational Costs: 8%
- Personnel Costs: 28%
- Activities: 54%

FUNDING ALLOCATION

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COMPLIANCE

IIDC received a certificate of recognition from Uganda Revenue Authority as one of the top 1000 compliant tax payers in the country.

CERTIFICATE OF APPRECIATION
Awarded to
Impact And Innovations Development Centre Ltd
In recognition of your contribution towards revenue generation in the financial year 2018/19.
Thank you for paying your taxes.

Doris Akol
Commissioner General, URA
OUR VALUES

Results oriented and a passion for change: We are ambitious, set high but clear and measurable targets and consistently work to achieve our targets.

Innovativeness: We explore new ideas and promote change for the wellbeing of vulnerable groups.

Accountability: We work earnestly to add value, take responsibility for efficient use of resources to remain accountable to stakeholders.

Collaboration: We respect, learn, value and work in partnership to create change in the lives of vulnerable groups.

Integrity: We aspire to leave a legacy both as an institution but also as individuals; we have high standards of personal honesty and behavior and we strive never to compromise our reputation.

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