

**NORWEGIAN LUTHERAN MISSION (NLM), ETHIOPIAN
EVANGELICAL CHURCH MEKANE YESUS
DEVELOPMENT AND SOCIAL SERVICES COMMISSION
(EECMY-DASSC)**

**TERMINAL EVALUATION REPORT OF SOUTHERN
CHURCH UNITS- DASSC CAPACITY BUILDING PROJECT**

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ACRONYMS

ACBO	Area Capacity Building Office
AS	Amaro Synod
CB	Capacity Building
DASSC	Development and Social Service Commission
EECMY	Ethiopian Evangelical Church Mekane Yesus
GIS	Geographic Information System
HIV/AIDS	Human Immune Virus/Acquired Immunity Deficiency Syndrome
HTP	Harmful Traditional Practice
IT	Information Technology
M&E	Monitoring and Evaluation
NLM	Norwegian Lutheran Mission
NORAD	Norwegian Agency for Development Cooperation
PD	Project Document
PME	Participatory Monitoring and Evaluation
SCES	South Central Ethiopia Synod
SCU	Southern Church Unit
SES	South Ethiopia Synod
SP	Strategic Planning
SS	South Synod
SWS	South West Synod
WBS	Wabe Batu Synod

EXECUTIVE SUMMARY

INTRODUCTION

With the overall objective of capacitating six southern church units-DASSC, in areas of Organizational, Technical, Managerial, Financial Management and Women Empowerment and Gender Equity related issues, this capacity building project intervention was implemented for the period 2008-2012.

This study was undertaken in the month of December 2012 with the overall objective of evaluating key results produced by competence building interventions from the analysis of six target southern church units DASSC and thereby draw lessons learned for EECMY--DASSC and the NLM, and propose recommendations. During the assessment the consultant conducted field visit to three church units namely, SCES, AS and SWS interviewed beneficiaries, undertook observations, and discussed with key informants, who actively participated in the project implementation. This report presents the major findings and recommendations of the Terminal Evaluation of the project.

RELEVANCE OF THE PROJECT

It has been learnt that the project components and their activities are in line with current national program of the country in such a way that growth and transformation plan has given due focus to capacity building activities at all levels to bring about meaningful development. The project has also contributed to address a genuine development problem of the southern church units and it is in conformity with policy, strategies and priorities of DASSC.

EFFICIENCY OF THE PROJECT

The efficiency of the project was evaluated on how economically resources/inputs (funds, expertise, time, materials and other resources) have been converted to outputs and outcomes through assessing project management, timeliness of the project implementation and cost effectiveness. Accordingly, the overall assessment of project efficiency indicated that the project was more or less efficient despite some shortcomings related to poor documentation of equipment provided by the project, lack of institutionalizing training manuals and some constraints of internal project management.

EFFECTIVENESS OF THE PROJECT INTERVENTIONS: *when one assesses the overall effectiveness of the project by its major components, as per revised annual plan, it was noted that the implementation of the project has been rated as good across all of its component: Organizational, technical, organizational, financial management and Women Empowerment and Gender Equity..*

TRENDS OF IMPACT OF THE PROJECT INTERVENTION: *Although it is early to measure the reflection of the full impact of the project intervention on intended beneficiaries as it is a long term result, an attempt was made to assess its trends. Assessment made during the field visit showed that more or less the project has made positive contribution in strengthening institutional capacity of all church units in terms of improving efficiency and*

effectiveness of their staffs in areas of project planning and management, financial management and cross cutting issues. Capacity building project outputs related to financial management have reported to brought significant changes in daily performances of accountants working at all church units. Despite these trends of impact, it was noted that there are some constraints that hinder/limit the spill over of the project impact into grass level as system of skill transfer in terms of on jobs training and experience sharing was reported to be limited

TRENDS OF SUSTAINABILITY OF THE PROJECT: *The assessment indicated that in general sustainability of the project outputs in terms of financial, technical, and institutional aspects were more or less found to be satisfactory .However, it has been observed that staffs turnover and lack of established system to transfer knowledge to grassroots may affect the sustainability of the project outputs*

LESSONS LEARNT

This capacity building project has been implemented centrally organized by ACBO and Central DASSC, all six church units are happy the way it has been arranged. All church units have explained the trainings have been used as an experience sharing forum through which significant knowledge and skill were shared among staffs. This could be taken as a good lesson that collective approach is vital in creating experience sharing forum for the members and economically viable by benefiting from economies of scale.

CONCLUSION AND RECOMMENDATION

Assessment conducted has shown that the project is generally achieved good performance in terms of most of assessment indicators: relevance, efficiency effectiveness, and trends of sustainability. Relatively the project has showed weak performances in terms of its trends of impact and sustainability. Trends of impact and sustainability of the project has been relatively given lower ratings as compared to the rest of assessment indicators which is indeed indicated the need of further capacity building efforts to ensure long run benefits of the target groups. Based on the above findings and concluding remarks, the following recommendations are forwarded for consideration by concerned bodies:

- i. The current financial expenditure records of the project in terms of its component are weak. Thus, in its future similar interventions ,the project holder should give emphasis to keep data of its financial expenditures as per detail activities stipulated in the project implementation document,*
- ii. Some computers and office furniture were distributed to some church units to enhance their capacity for smooth discharging of their duties and responsibility in efficient and effective manner. During the field visit it was hard to trace these materials as there are no records and specific tags related to them at church units. Thus, the project holder should keep proper records and attach identification tags to each computer and office furniture so as to be easily traced and identified as the property of the project.*
- iii. The relevance and necessities of having Area Capacity Building Office has been found unquestionable. However, it was noted that the office is weak in terms of competent human power and logistics. Due attention and priorities must be given to strengthen the capacity of the office so as to in turn strengthen all southern church units.*

- iv. *The project implementation processes lacked transparency among church units. Hence, in its future similar interventions, the project holder should follow a participatory approach and involve all church units in need assessment, project design, implementation, monitoring and evaluation.*
- v. *For institutional memory and future references, training manuals, and proceedings are important to be documented and properly kept at each church unit.*
- vi. *There is a need to continue the capacity building project at all church units. Thus, detail need assessment and priority setting should be made by involving all church units' representatives. The consultant strongly recommend that special attention must be given to weaker church units such as Amaro and South synods during setting the capacity building activities. For these weak synods more focus need to be given in equipping them with competent human power who are capable to innovate new ideas and prepare project proposals to secure adequate funds from external resources.*
- vii. *The EECMY-DASSC should devise appropriate mechanisms on how to retain its qualified personnel through improving salary scale and other benefits packages so as to see meaningful impact of the capacity building project in the future,*
- viii. *In future similar intervention, the project holder has to devise a mechanism for transferring knowledge and skill gained to other fellow staffs among CUs-DASSC.*

1.0. INTRODUCTION

1.1. Background

EECMY development department was organized into Development and Social Services Commission (EECMY-DASSC) and registered as a legal church-based development agency in line with the government policy. Some years ago the EECMY-DASSC received its license as Ethiopian Resident Charity Organization from the newly established government agency for Charities and Societies. Over the years, the development work of EECMY-DASSC has gained long-experiences and good reputations as a result of successful implementation of different development and social activities, comprising of food security, emergency relief, natural resource management, water and sanitation hygiene, health services including HIV/AIDS prevention, education, child and youth development, gender and development and capacity building by covering most of the administrative regions of the country.

EECMY-DASSC has longstanding and reliable partnerships with different national and international organizations which have been providing major financial and expertise support to all sectors of services of the commission. Among others, NLM/NORAD has been supporting the church financially and technically. It has been involved in Holistic Ministry since the late 1940's. Since the time of the initiate work of the Mission Organizations and after establishment of the church units, the units have played a prominent role in transforming both the spiritual and physical life of the people of Ethiopia in general and communities in Southern Ethiopia in particular. The Norwegian Lutheran Mission has made concerted efforts to enable all southern church units effectively implement their development programs and projects through capacitating their human power through designing and implementing relevant training activities.

1.2. An Overview of the Project

1.2.1. The context of the project and its description

To justify the importance and necessities of project intervention in Southern Church Units, a number of meetings held between the EECMY-DASSC and NLM including the representatives of Southern Church Units. Moreover, open ended questionnaires designed and distributed for self capacity assessment by the units in the south to identify and prioritize their capacity building needs. The information gathered from each unit was analyzed and compiled to come up with relevant program areas to focus on. Available data have showed the church units in the south are engaged in diversified development program/projects and social work in line with the government policy and regional strategies.

Assessment have showed that in southern church units there are a number of interlocked problems and challenges related with capacity to plan, implement and manage program and projects at grass root level. Inter alia, lack of sufficient skilled manpower, inefficient organizational structure, limited qualitative and quantitative data, poor training, inadequate capacity and lack of training policy, low performance in planning, monitoring, evaluation and reporting were reported to be areas that require improvements. Moreover, poor communication, limited flows of information through the channels and inadequacy of financial procedures and accounting system were identified to be dealt with to enhance development program's outputs of the church units. To alleviate these development related problems capacity building project is foreseen as commendable option to be implemented as medium term strategy for six southern church units namely, Amaro synod, South synods, South Center Ethiopia synod, Wabe Batu Synod, South Ethiopia Synod, and South West Synod, This capacity building project was designed to have five components namely: Organizational, Managerial, Technical, financial and women empowerment and gender equity. The project duration was five years (2008-2012) with total budget allocated about birr 3.5 million (About 80% of the budget was covered by NLM/NORAD while the balance was contributed by DASSC))

1.2.2 Objectives of the project

The overall objective of the project is to capacitate six southern church units-DASSC in areas of managerial, organizational, technical, and financial and gender related issues. Specifically, the project aimed at enhancing the capacity of southern church units by focusing on:

- Organizational development-structural issues,
- Technical capacity in project management,
- Leadership and managerial capacity building,
- Financial management,
- Women empowerment and gender equity,
- Cross cutting issues such as environment, conflict management and holistic approach to development,

2.0. TERMINAL EVALUATION

2.1. Purpose of the Terminal Evaluation

This terminal evaluation was conducted as a response to an agreement entered between the partners (EECMY-DASSC and NLM). It is aimed at evaluating key results produced by competence building interventions from the analysis of six target southern church units DASSC. Specifically, the purposes of the evaluation are to:

- Find out the extent to which the set objectives, outputs, activities indicated in the document have been achieved,
- Identify impacts, efficiency, effectiveness, sustainability and relevance of the project and
- Identify key lessons obtained from the implementation of the projects

2.2. Methodology

2.2.1 The Study Sites,

It has been learnt that the project target areas were six namely: South Ethiopia synod (SES), Amaro Synod (AS), South Synod (SS), South Center Ethiopia Synod (SCES), Wabe Batu Synod (WBS) and South West Synod (SWS). Based on cost effectiveness and time factors three church units were selected for field visits. These are SCES, AS and SWS. Although for physical observations of the targets areas these three church units were selected, all representatives of the six church units were participated in the terminal evaluation. Representatives of WBS, SES, SS, and SCES were participated on discussions and consultation made at Awasa while for the rest of the synods the evaluation team has paid a visit to their destinations and conducted in depth discussion and consultation with relevant target beneficiaries.

2.2.2 Data Collection Instruments

Desk review

The consultant has reviewed project documents such as project proposal, progress reports, project field visit report, and other relevant documents. The desk review has helped the consultant to understand the project design, implementation, and

management as well as problems encountered during the course of implementation of the project.

Secondary data gathering

Appropriate formats were designed and information pertaining to current status of the project with respect to physical and financial performances was gathered. Moreover, data related to human resources, organizational structure, system of monitoring and evaluation of the project were collected using appropriate formats.

2.2.3 Qualitative Survey Techniques

Group discussions and key informant Interviews

The in-depth interviews were held with resource persons/ key informants who have the best, closest and most direct knowledge about the project design, implementation and management. Moreover, group discussions were also made with direct beneficiaries who were participated in the capacity building project drawn from each church unit. Participants of the group discussions and key informants were asked to give their overall assessment on the relevance, efficiency, effectiveness, and trends of impact and sustainability of the project. Responses of these participants together with observation of the evaluation team have been analyzed and presented in the following sections.

3. RELEVANCE OF THE PROJECT

During the evaluation investigation was made to qualitatively measure the relevancy of the project in terms of addressing a genuine development problem of the target areas, reaching appropriate CUS-DASSC target groups, forming a coherent National Program and its conformity with policy, strategies and priorities of DASSC. It has been learnt that the project components and their activities are in line with current national program of the country in such a way that growth and transformation plan has given due focus to capacity building activities at all levels to bring about meaningful development. The project has also contributed to address a genuine development problem of the southern church units. During capacity need assessment it was noted that the southern church units were constrained by skill gap related to project planning and management and

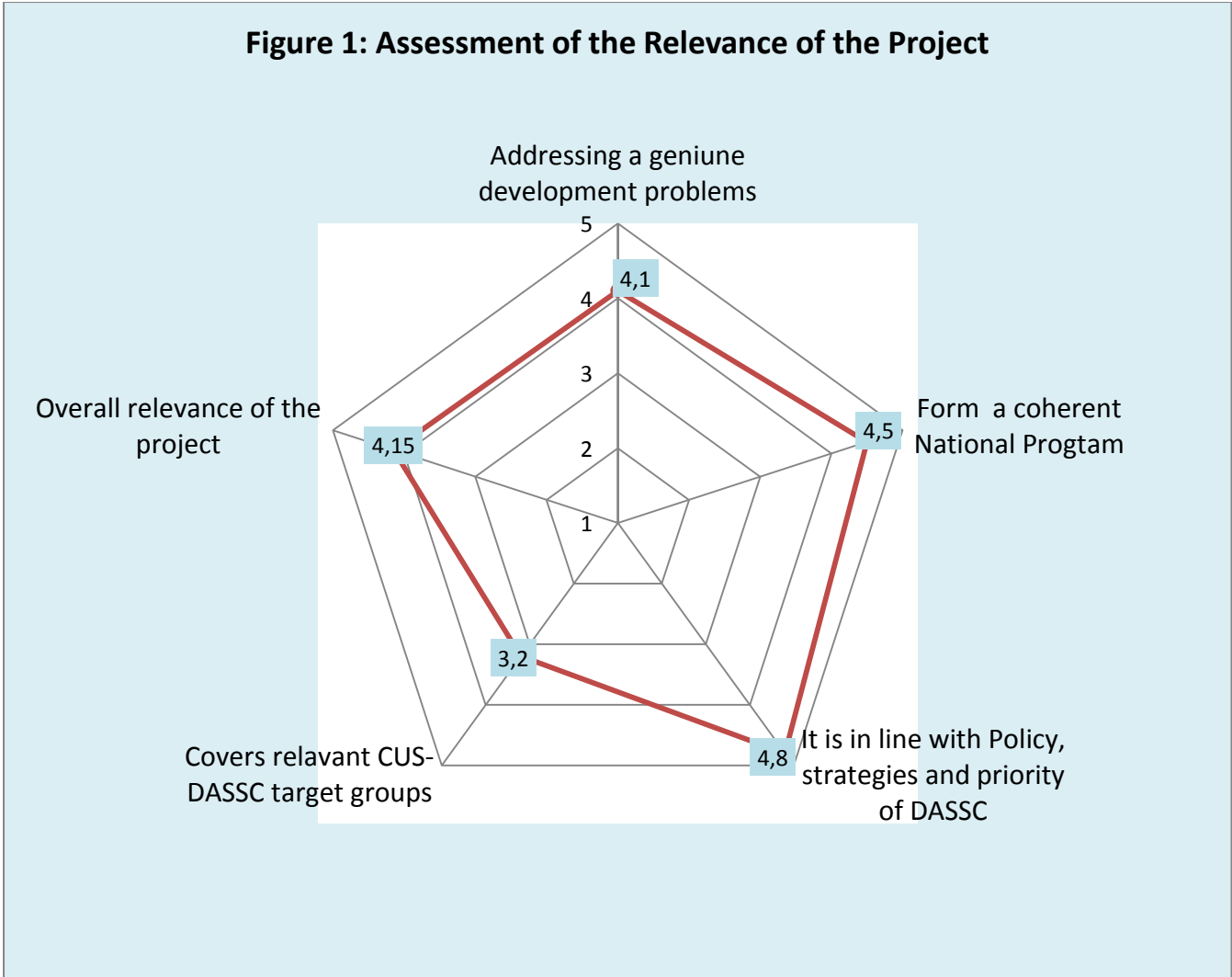
other technical issues, organizational development, financial management, managerial and women empowerment and gender equity issues. During its implementation the project has made utmost efforts to capacitate its staffs in these areas through training and provision of equipment and office furniture.

The EECMY-DASSC has got thematic areas where its policy, strategies and priorities geared for its realization and effectiveness. Livelihood development, health/HIV/AIDS, education and Gender and Development are major intervention areas of DASSC. It has been observed that capacity building activities conducted have more or less linked to improve skill and motivation DASSC staffs of southern church units to enable them smoothly and effectively implement projects/programs designed by the units. Hence, trainings conducted under this capacity building project were found to be relevant to policy, strategies and priorities of EECMY-DASSC.

Discussions made with some southern church staffs have revealed that the project has been relevant in reaching appropriate staffs. At all church units relevant individuals were selected and participated in the capacity building activities, but in terms of coverage there are gaps as the project intervention has been limited to Church units –DASSC and did not cover all project staffs at grass root levels.

Based on the explanations presented above the overall assessment of relevance and appropriateness of the project was rated as good (rated as 4.15.) based on a scale of one to five where 1 = very poor; 2 = rather unsatisfactory; 3 = satisfactory; 4 = good, and 5 = excellent/highly relevant. This implies that except its inadequacy, the project was generally relevant and appropriate in terms of addressing the genuine development constraints of the target areas, and also well integrated with National program (see figure 1)

Figure 1: Assessment of the Relevance of the Project



4. PROJECT EFFICIENCY

Basically, project efficiency measures how economically resources/inputs (funds, expertise, time, materials and other resources) would be converted to outputs and outcomes. During the evaluation, the major areas of assessment include project coordination and management, timeliness and cost effectiveness of the project.

4.1. Project Management

Under this section attempts were made to assess the overall coordination and management of the project with respect to inputs delivered. Accordingly, major inputs such as financial, human resources, equipment and logistics were assessed and presented below. Moreover, efficiency in project management and working relationship with other actors were also thoroughly investigated.

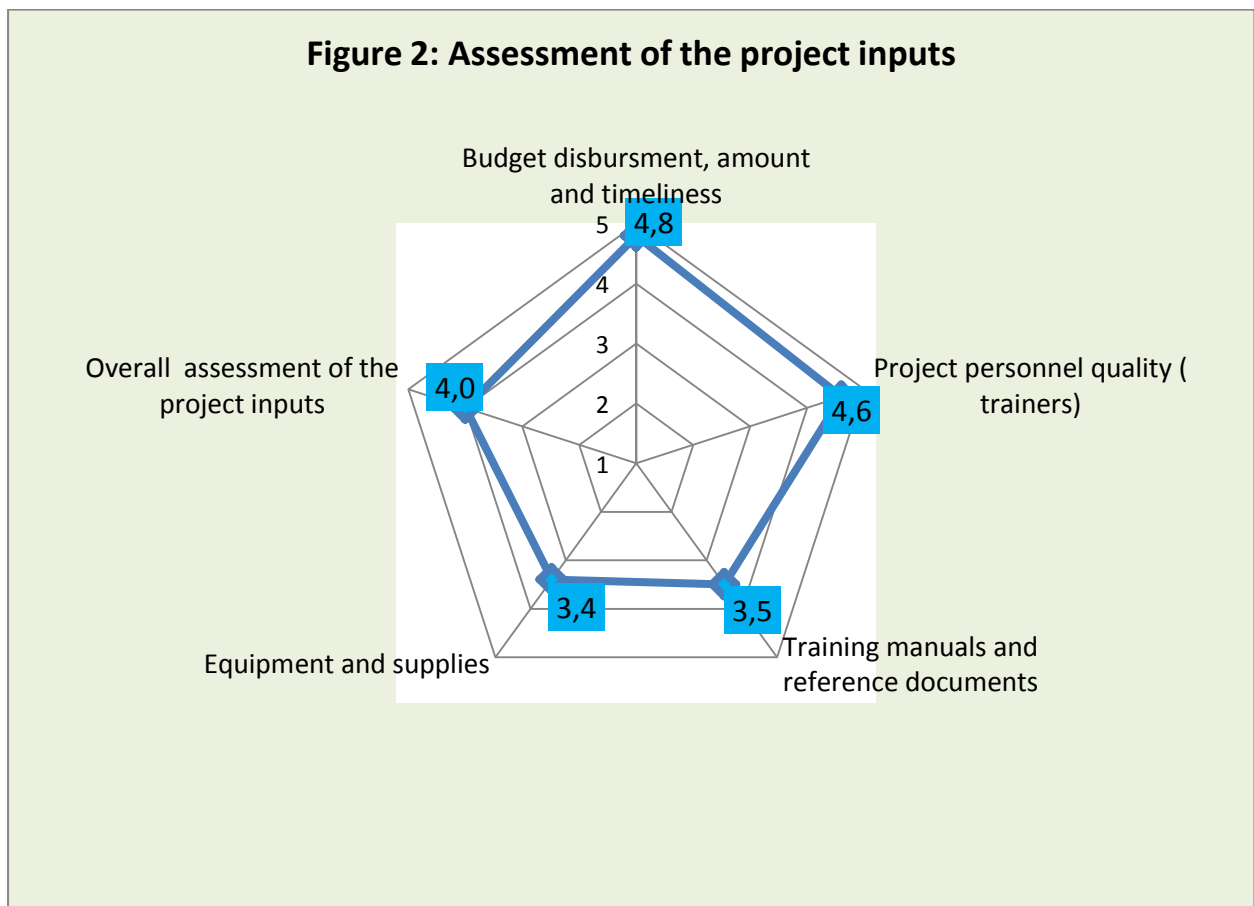
4.1.1. Project Inputs

Data obtained from project office revealed that the total budget allocated for the project was ETB 3,584,061. Of this total fund about 80 percent has been covered by NLM/NORAD while the balance was contributed by EECMY-DASSC.

Financial report obtained from project management unit has shown that, as of December 31, 2012 the project has expended ETB, 4,100,920.38. All outputs of the project were utilized their allocated budget effectively and overall financial performance of the project was reported to be 114%. Refer the attached annex II audit report with regard to detailed expenditure and budget of the project. Assessment made during the field visit indicated that, budget disbursement had been timely and no delay from donor side. It was however noted that the financial records of the project expenditures were made using chart of accounts generalized as capital expenditure, project personnel salary, education/capacity building and etc. No financial expenditure records were found as per stated in the project document following each capacity building activity such as organizational, technical, managerial, financial and women empowerment and gender equity perspectives. Therefore, the consultant could not make any financial analysis across each project component and could not tell which component utilized over, less or equal to budget allocated to it.

With regard to project personnel it has been mentioned in the project document that the overall management and implementation of the project would be undertaken by Area Capacity Building Office (ACBO) established at Awasa. Assessment made has however indicated that due to limited capacity of the office, the project has largely been implemented by central DASSC by partly outsourcing some activities to private consultants. Target beneficiaries contacted during the evaluation explained that quality of trainers both from central DASSC and private firms were rated as good in transferring requisite knowledge and skill to trainees. More weights have however given to private firms resources persons and suggested to focus on specialized and well known private firms/individuals for similar intervention in the future.

With regard to equipment the project has bought computers and office furniture for two church units namely Amaro and south synods as part of the capacity building work. The quality and durability of these logistics equipment were reported to be good and providing better service the synods. However, it was noted during the field visit that no tag and proper documentation (record) was given to these equipment at synods level and the consultant did not trace with evidence the exact quantity equipment provided by the project to these two synods.



As institutional memory and to further transfer skill and knowledge obtained during the training to other staffs as well as retaining as a reference for future generation, documenting training manuals and other reference documents are vital. During assessment it has been learnt that .during the training, manuals and reference documents were given to all participants in soft copies. At visited church units (synods) however, the consultant did not find training manuals in hard copies and worried that they kept at each individual trainee and lacking institutional memory for future use by public.

As summarized in figure 2 above showed that on the average project input was rated good (a value of 4.00) in a value of one to five value scale ratings, (where: 1 = Poor; 2 = Unsatisfactory; 3 = adequate/Satisfactory; 4 = Good, and 5 = Excellent) despite some weakness observed related to poor documentations of equipment supplied and training manuals disseminated during the project implementation.

4.1.2. Internal Project Management

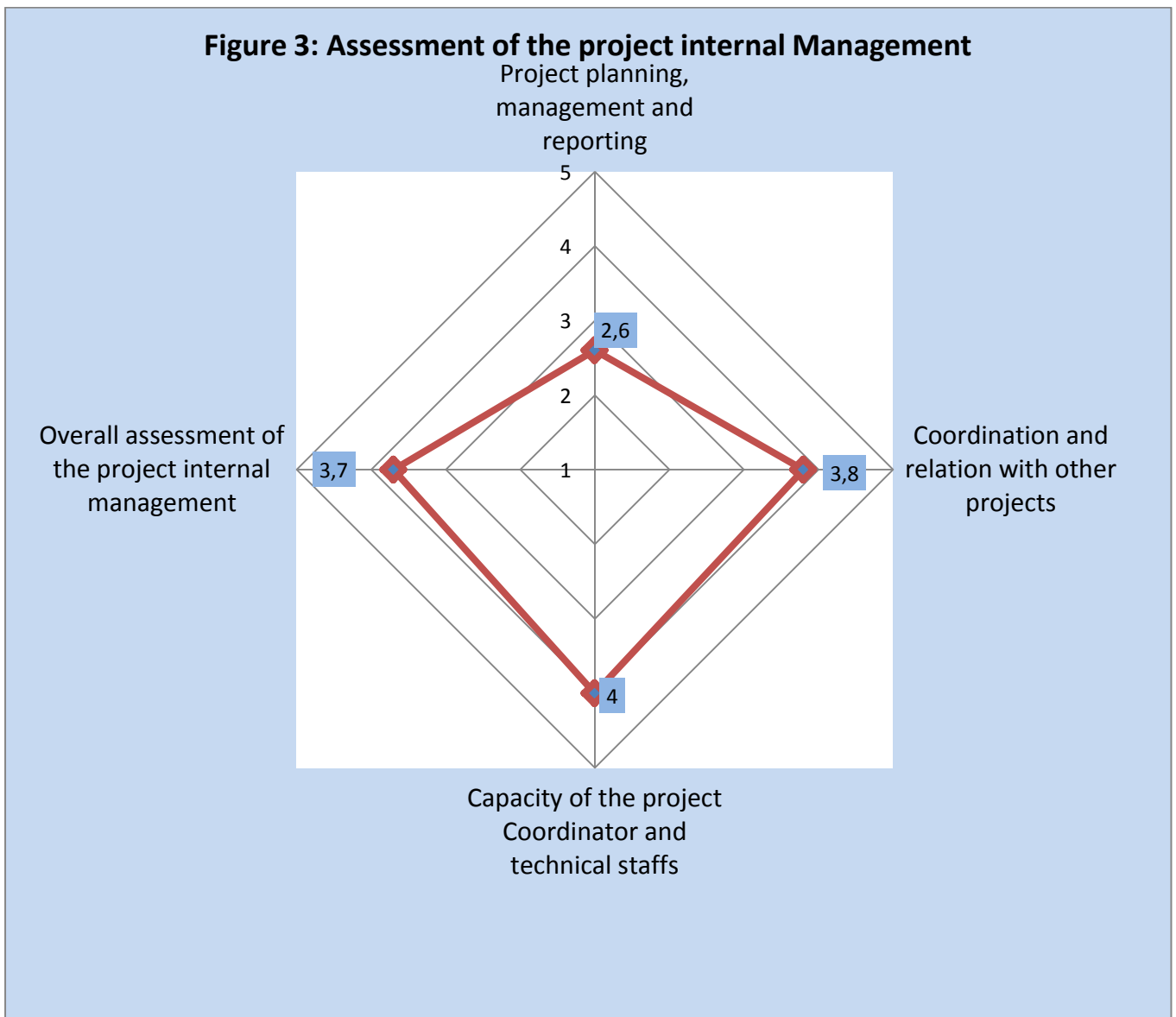
During the assessment exercises attempts were made to assess the efficiency of the project management in terms of capacity and skill of project coordinator and technical staffs, planning, monitoring and reporting exercises, and working relation with other development actors.

As mentioned in one of the foregoing sections, the project management arrangement was designed in such a way that Area Capacity Building Office established at Awasa would coordinate its overall implementation. Discussions made with target beneficiaries groups and informant interviews indicated that capacity building coordinator is competent in leading and facilitating the project while staffs working under it are not competent enough to guide advice and support all southern church units. Compared to some church units' staffs such as SWS, ACBO staffs are weak in terms of project implementation skill, knowledge and experiences.

With regard to capacity building project planning, management and reporting, weaknesses were identified during the evaluation. It has been learnt that at the beginning capacity need assessment was made by informing and participating all six southern church units. However, the project management and reporting were not transparent and church units have no adequate information about it. Some church units even do not know whether this capacity building activity is a project or support given by central DASSC from its own budget. The project document was not shared to church units and no training proceedings were prepared and shared to all relevant bodies. Performance reports of the project have not been shared to target beneficiaries (church units)

Findings of the assessment indicated that synergy and complementarities of the project with other development projects was strong. DASSC staffs capacitated by the project in turn technically support others staffs implementing development project in their respective church units.

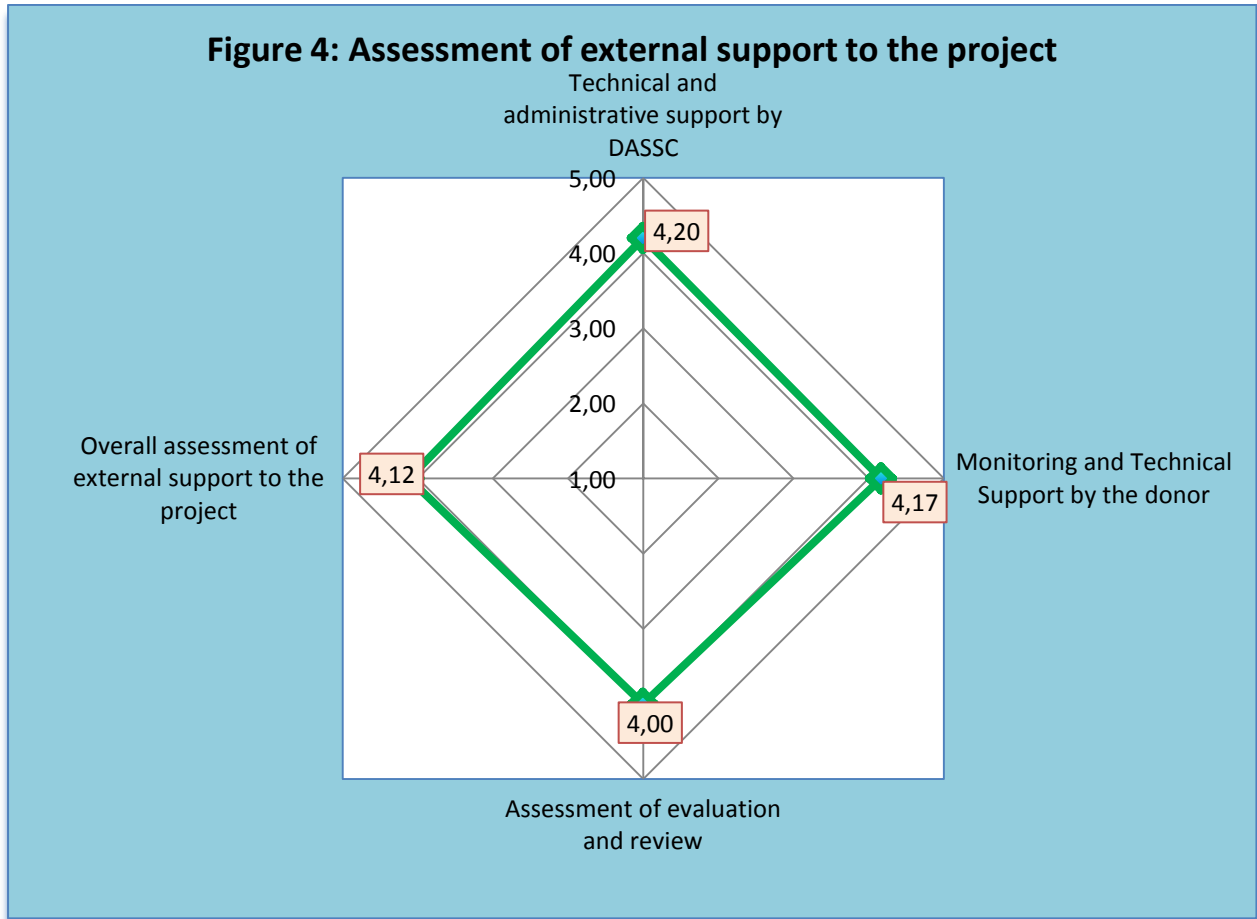
In general with respect to most evaluation indicators the internal management of the project was rated as satisfactory (see figure 3).



4.1.3. External Support to Project Management

Results of the group discussions and key informants interview indicated that overall external support to the project have been good starting from the beginning up to the project

termination. Central DASSC has been supporting the project by allocating technical staffs for conducting trainings and administrative staffs in facilitating and coordinating workshops, training and seminars. They have been assisting the project by commenting and editing biannual and annual performance reports to be delivered to donor.



Norwegian Lutheran Mission has made concerted efforts for the successful implementation of the project assigning technical experts to provide regular monitoring and supervision during and after the trainings. All church units appreciated the all rounded inputs provided by the donor to strengthen and improve the livelihoods of target communities in their respective areas through the holistic approaches.

Timely assessments of evaluation and review have also been done to keep eye on the performances of the project as per project implementation document agreed by both parties (EECMY-DASSC and NLM). It was learnt that in line with the project agreement mid-term evaluation was conducted and the same holds true for this termination evaluation.

4.2. Timeliness of the Project Intervention

Under this section attempt was made to assess timeliness of the project in terms of timely implementations of activities, including how well the different activities of the project are implemented at the right time and according to the proposed work plan.

Most church units expressed their feeling that the capacity building project came at right time and helped and guided them to improve their performances and effectively discharge their duties and responsibility. The project has played a central role in equipping DASSC staffs with requisite knowledge on roles and responsibilities of DASSC itself at grassroots. It has enhanced the support of the development committee in making timely decision towards effective implementation of DASSC projects. The capacity building activities have enabled the DASSC staffs to adopt themselves on requirements imposed by Ethiopian civil societies and charities agency during project proposal writing (30 and 70 % issues). Moreover, the project has also been at right time in creating awareness on how to effectively implement the second phase strategic and management plan (2012-2016) prepared for DASSC.

As far as timely implementation of the project as per proposed plan is concerned , it was noted that the project had been revised annually and more or less implemented as per the revised plan, However, some important topics such fund raising skill, leadership and micro-enterprise development indicated in the project implementation documents were not covered during the implementation.

Based on the above findings and discussion held with key informants and group discussants, the overall timeliness of the project implementation was rated as good (with average value of 4.03) in a value of one to five value scale ratings, where: 1 = Poor; 2 = Unsatisfactory; 3 = adequate/Satisfactory; 4 = Good, and 5 = Excellent.

4.3. Cost-Effectiveness of the Project

Although it is difficult to tell the exact cost effectiveness of one project without making genuine comparison with other similar project, it is possible to assess some implications towards using minimum cost to produce expected short, medium and long term results. Accordingly, cost-effectiveness of the project was assessed through using direct and indirect and/or proxy indicators using document review and discussion with different key informants.

The findings indicated that cost-effectiveness of the project was more or less good (rated as 4.02) with some positive and few negative implications toward it.

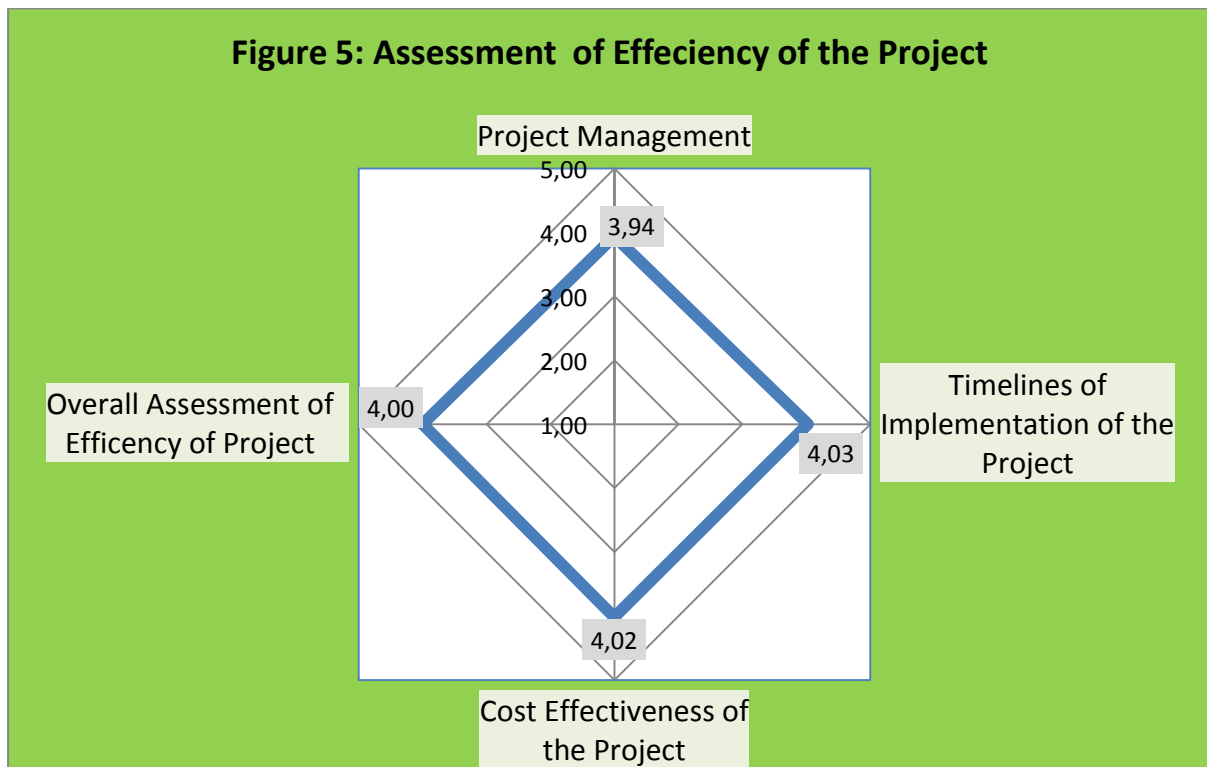
Project implementation arrangement has been designed in cost effective manner in such a way that capacity building activities were organized by ACBO and central DASSC. This arrangement has saved more costs to be expended for training in scattered manner if the project cost was allocated to each church unit. It has been learnt that most of the trainings were conducted in Awasa which more or less center for all church units. Spatially, the training center contributed in saving time and cost for participants as they would travel less when compared to if the trainings were organized at Addis Ababa.

At each training secession, reasonable number of participants drawn almost from all church units has been attended to be cost effective and cost of venue, refreshment were report to be optimal. Despite this positive cost effective exercise, some staffs turnover after the training in some church units have negatively affected the cost effectiveness of the project. The current low salary scale of the commission compared to other NGOs, reported to be the main reason for staff turnover.

4.4. Overall Evaluation of Efficiency of the Project

In general, the overall assessment of project efficiency indicated that the project was more or less efficient despite some shortcomings related to poor documentation of equipment provided by the project, lack of institutionalizing training manuals and some constraints of internal project management. The assessment of overall project efficiency is summarized in Figure 5 below.

Figure 5: Assessment of Efficiency of the Project

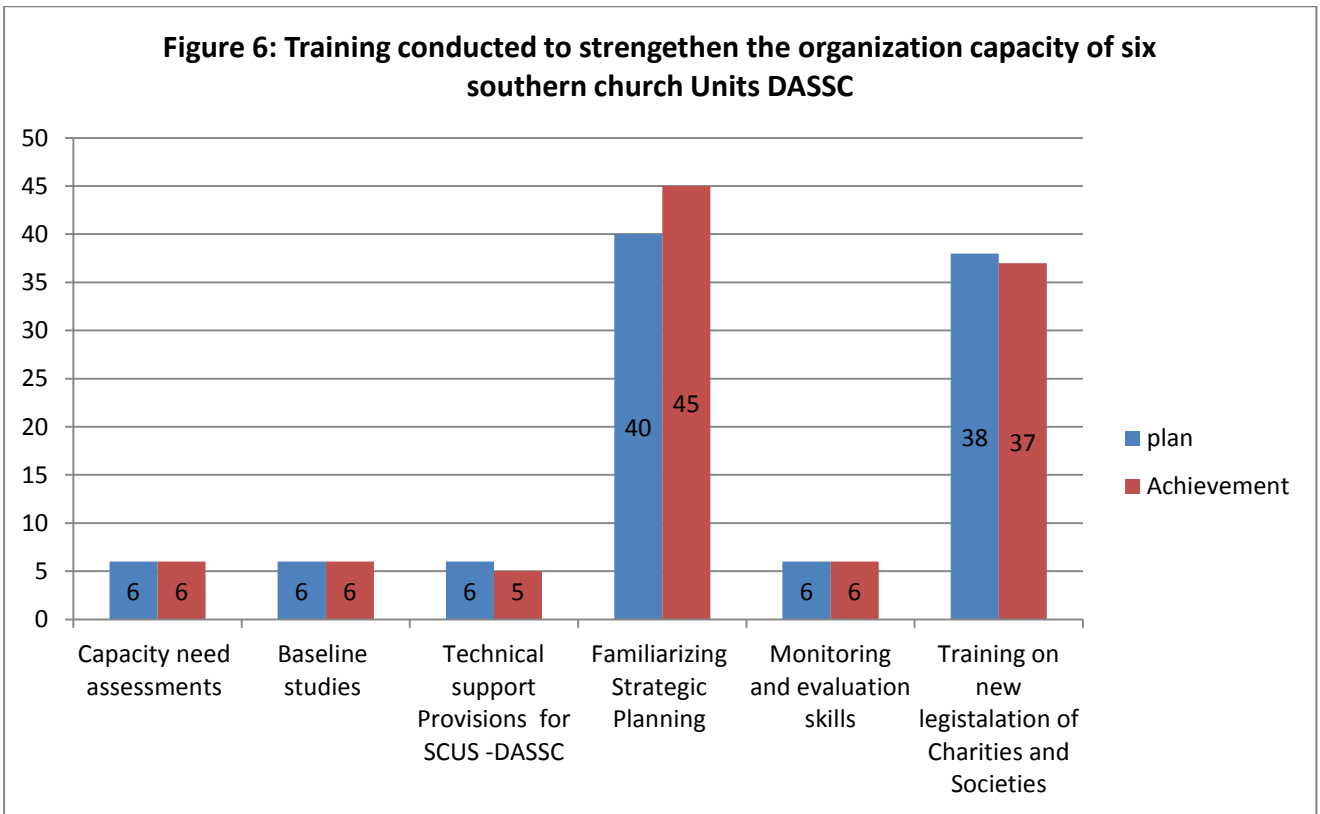


5.0 EFFECTIVENESS OF THE PROJECT INTERVENTIONS

Attempt was made to assess the extent to which the project is achieving its expected outputs/results; which means assessing the extent to which the results are contributing towards the project objectives. Analysis was made by the project component presented in the project proposal by referring annual reports produced for the past five years (2008-2012)

5.1. Outputs of training conducted to strengthen the organizational capacity of SCU_s-DASSC,

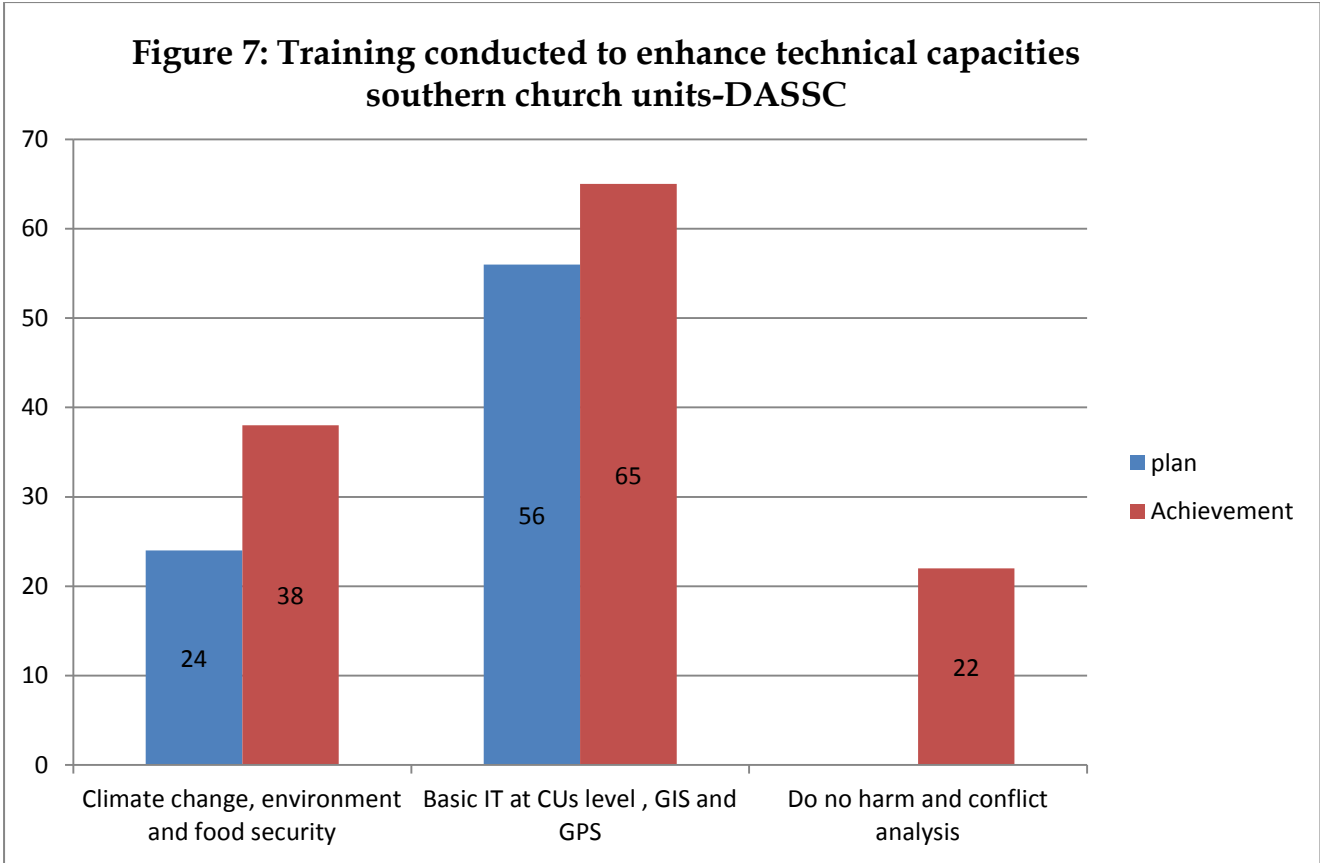
To strengthen the organizational capacity of the southern church units a number of capacity building activities were planned and implemented. Document review at central DASSC showed that at the beginning capacity need assessment was conducted at each church unit and important intervention areas were identified. Baseline survey for setting bench marking indicators to help measure the performance of the project intervention during its implementation was also conducted at each church unit. Thus, it was observed that the project had conducted six need assessments and prepared 6 baseline survey documents as per the proposed plan..



To increase the awareness and knowledge of the DASSC staffs on the second phase of DASSC strategic plan, the project has organized strategic plan familiarizing workshop for 40 staffs drawn from six southern church units. It has been learnt that 45 staffs (113%) were attended that training workshops as shown in figure 6. Moreover, to improve skill and knowledge on how to design and prepare project proposal that fit to the requirement of government as per new legislation of charities and societies, the project conducted trainings for 37(97%) staffs of relevant experts selected from the church units.

5.2. Outputs of training conducted to enhance technical capacities of SCUs-DASSC

Under this component the project had organized training workshops on: climate change, environment and food security, basic information and technology, as well as do no harm and conflict analysis. A total of 80 staffs were planned to participate in all subjects stated above at different times and it was reported to cover a total of 125 (156%)-staffs during the project implementation (see figure 7).

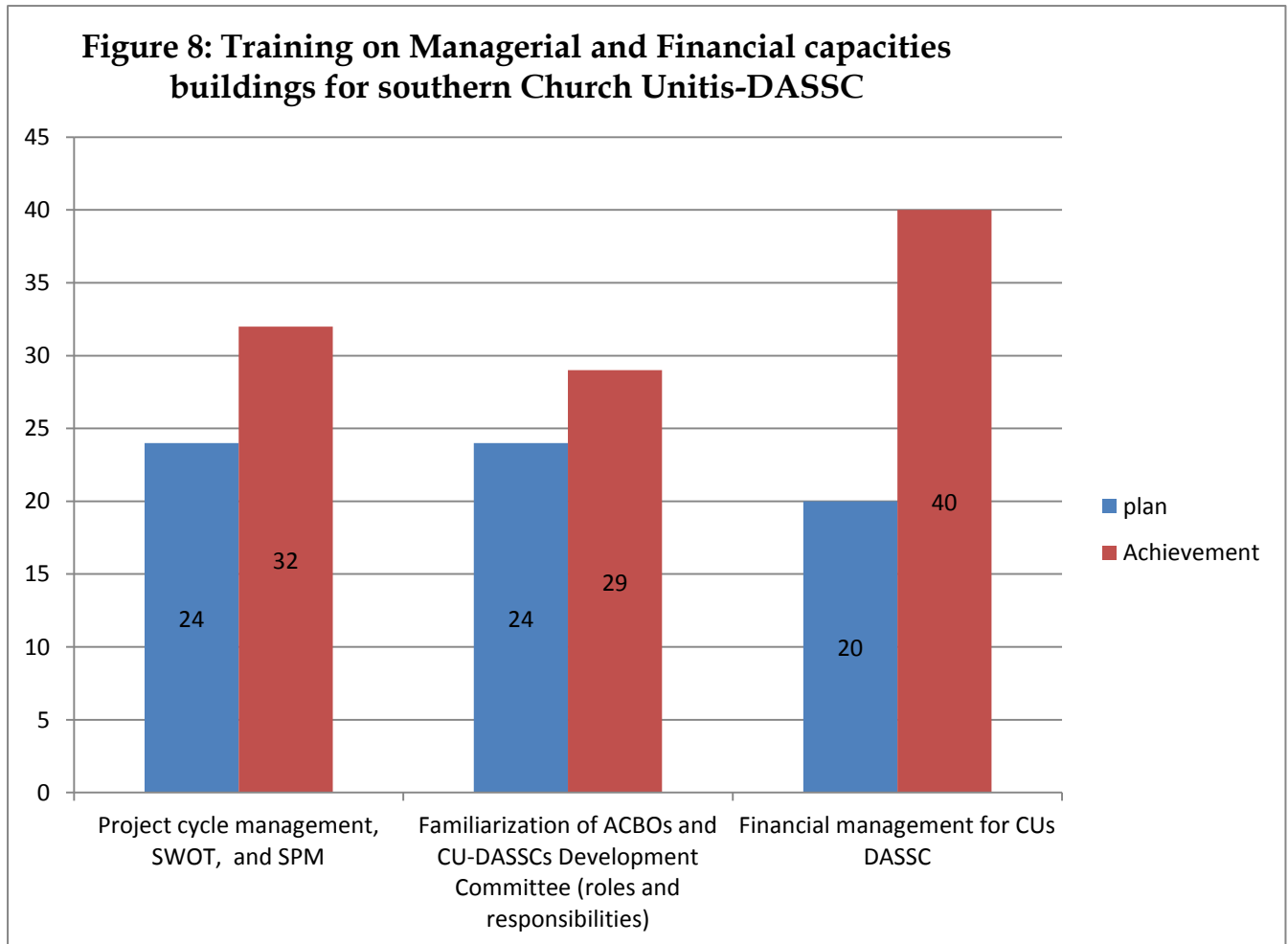


Discussions made with some target beneficiaries have indicated that improved skill and knowledge obtained from the training especially considerations of environmental impact at each stage of project identification and planning has enabled them to gain new insights in their routine work and practices. Moreover, IT skill and knowledge of GIS and GPS have improved their efficiency for project planning, implementation and management.

5.3. Outputs of training conducted to build managerial and financial capacities of SCUs-DASSC,

During capacity need assessment it was noted that southern church units have got huge skill gap in managerial and financial management perspectives. To lessen knowledge with these regard, the project had organized training on project planning and management, developing managerial capability of DASSC development committee through clearly consulting on their roles and duties on how to engage in promoting efficient implementation of DASSC activities and on how to improve financial management of the church units. As shown in figure 8 below 24, 24 and 20

staffs were proposed to be trained in project cycle management, Familiarization of ACBOs and CU-DASSCs Development Committee (roles and responsibilities) and financial management respectively. As the result showed remarkable achievement was made for each topic by participating significant number staffs drawn from each target area.

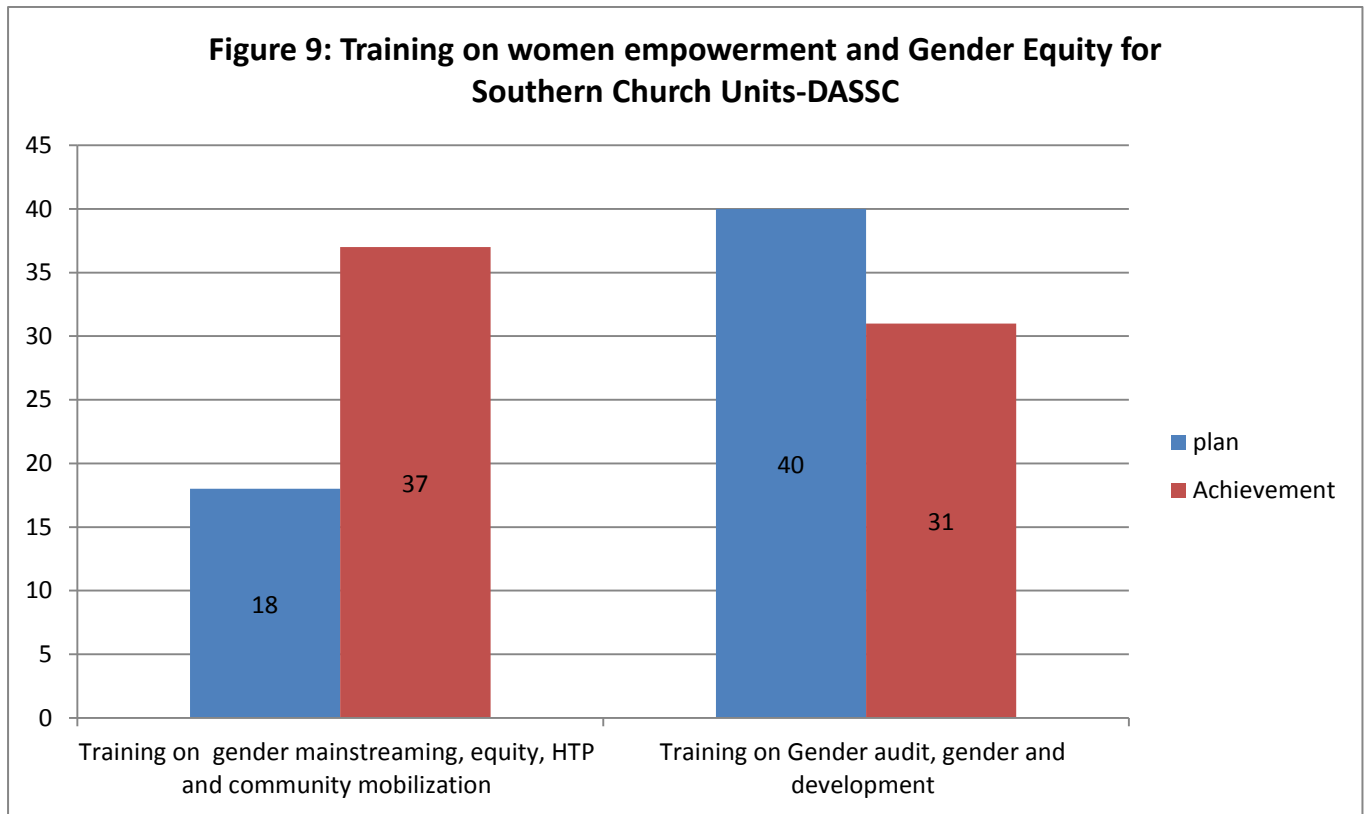


During the field visits it was noted that after the training cooperation of development committee in providing support for DASSC has improved and skill of project accountant in timely producing report using computer software designed for accounting purpose is improved.

5.4. Outputs of training on Women Empowerment and Gender Equity for SCUs-DASSC

Cross cutting issues such as gender equality is an important element in any development endeavors especially in developing countries. As presented in figure 9

below, the project has improved the skill of SCUs on gender mainstreaming, gender equity, harmful traditional practices, community mobilization, gender audit and gender and development.



It has been noted during the evaluation staffs of the church units are very much aware on importance engaging women in any development activities and enhance their roles and contributions. They should also be benefited from development on equal terms with men.

6.0 TRENDS OF IMPACT OF THE PROJECT INTERVENTION

Although it is early to measure the reflection of the full impact of the project intervention on intended beneficiaries as it is a long term result, an attempt was made to assess its trends. Based on field observations, key informant interviews and discussions with selected beneficiaries an overview of impact trends of the project at institutional and staffs levels was conducted. Moreover, it was also attempted to overview impact trends of the project on cross cutting issues such as gender, and environment.

6.1. Impact Trends of the Project at institutional level

It has been learnt that the project positively impacted the establishment of Area Capacity Building Office at Awasa and contributed to the strengthening of the existing southern church units. Although there are still capacity gaps for Area Capacity Building Office in terms of having competent and efficient staffs and logistics, attempts made to coordinate and facilitate the capacity building activities by the office could be seen as one of the positive impacts of the project. Contacted church units have indicated the ACBO has been playing a central role in advising and assisting southern church units on equal terms to the extent its capacity allowed.

Assessment made during the field visit showed that more or less the project has made positive contribution in strengthening institutional capacity of all church units in terms of improving efficiency and effectiveness of their staffs in areas of project planning and management, financial management and cross cutting issues. The impacts of the project outputs are however differ across church units. The trends of the project impact witnessed significant for church units equipped with relatively better human resources in terms of profession and size. For instance SWS and SCES have very much benefited from the project and capable to generate adequate financial resources for their church units by producing innovative projects and soliciting external funds by applying skill and knowledge obtained from the capacity building project. As a result these church units are becoming strong in terms of having access to multiple projects and holistic approach. On the other hand little impact of the project has been observed for the resource poor church units such as Amaro and south synods. Currently these church units are at critical and serious problems even to continue as institution as they do not have adequate fund in terms of projects to give answer to an increasing development demands coming from communities in their respective areas.

Capacity building project outputs related to financial management have reported to brought significant changes in daily performances of accountants working at all church units. After the training, skill and knowledge obtained from the financial management enabled all financial personnel of the southern church units to use

computer software called Navision and easily managed financial records and reports.

It has also been learnt that outputs produced by conducting training on new legal framework of charities and societies as well as familiarising ACBO and CUs-DASSC structures to development committees have got positive impact for the target group. At all church units all project staffs are currently aware and internalized requirement of government to be incorporated during project proposal writing. Development committee at all church units are currently well known roles and responsibilities of ACBO and CUs-DASSC and rendering their possible support to strengthen their church units.

Despite all trends of positive impacts of the project listed above, there are some constraints that hinder/limit the spill over of the project impact into grass level project staffs working for the southern church units. It was noted that almost all trainings, seminars and workshops conducted by the project as TOT (Training of Trainer) implying further training would be organized at grass roots level. However, due to lack of budget and other logistics, no church units have organized such types of capacity building activities. Moreover, skill transfer in terms of on jobs training and experience sharing was reported to be limited. Owing to this reason, the potential impact of the project has been constrained to reach more number of staffs and then target communities.

6.2. Impact of the Project on Crosscutting Issues

Trends of impacts of the project on crosscutting issues including gender, environment and HIV/AIDS related issues were also assessed. The project has made concerted efforts to incorporate crosscutting issues into the activities of each church unit. Training conducted on climate change, environment and food security as well as gender equity, gender audit and gender and development have brought a positive impact project staffs to consider these crosscutting issues into their day to day activities. It has been learnt that all staffs have got requisite skill and knowledge to incorporate environmental, gender and HIV/AIDS issues in the project design and

preparation. During project identification, selection and appraisal, environmental gender and HIV/AIDS have taken as principal criteria to be considered in the all southern church units.

7.0. TRENDS OF SUSTAINABILITY OF THE PROJECT

Sustainability in the project concept deals about the continuation of intended benefits after the project terminated. In this assessment, attempt was made to overview trends of the project sustainability with respect to financial, technical and institutional factors.

7.1. Financial sustainability

As noted from the project document, it was expected that all church units would ensure their financial sustainability through raising funds, mobilizing community and become self-supportive. Assessment conducted during the terminal evaluation showed that propositions mentioned in the project document were not fully realized. In some few church units, skill and knowledge obtained through the capacity building activities enabled their staffs to prepare innovative project document and secured multiple funds that will ensure sustainability of their church units financially. Several church units are still need more capacity building projects to ensure their financial sustainability.

7.2. Technical Sustainability

Assessment of technical and social sustainability of the project was conducted through assessing the level of ownership of the project by beneficiaries and technical capacity of staffs to ensure continuity of project services/outputs after the end of the project support.

With regard to the sense of ownership, it has been noted that all church units are very much interested in the project and have got strong sense of ownership to work on it tirelessly.

Technically the project outputs will essentially be sustainable to the great level at both staffs and development committee levels. However, two factors might hinder effective sustainability of the project technically. One factor is staffs turnover. Discussions made with target beneficiaries have disclosed that existing salary scale and benefits packages of the commission are not conducive to retain the competent staffs and as a result staffs turnover might endanger the technical sustainability of the project. Secondly, due to lack of budget and logistics, trainings remain at church units' level and project staffs at grass root level did not largely benefit which may hinder wider technical sustainability.

7.3. Institutional Sustainability

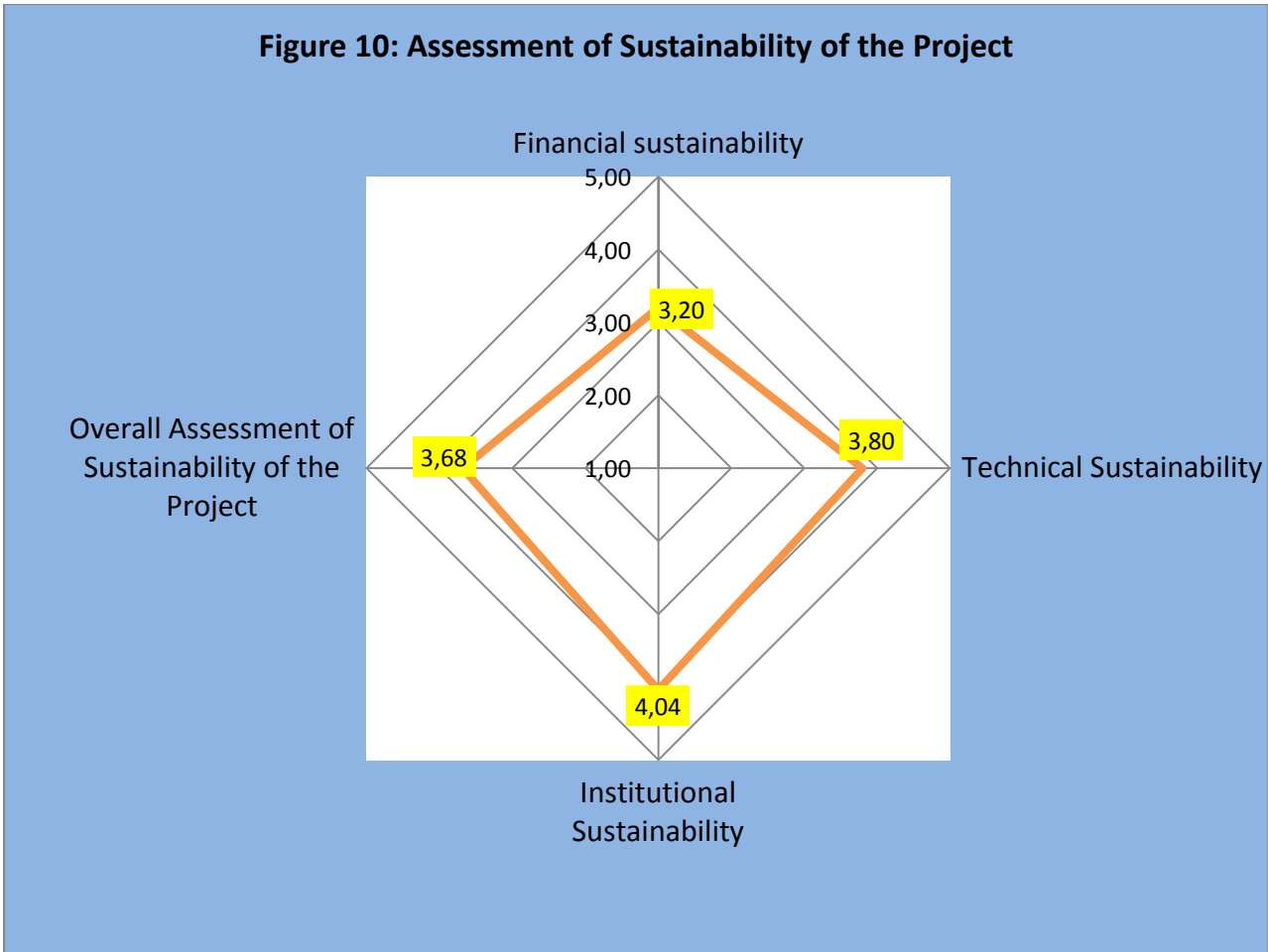
It has been assessed that the project has established an area capacity building office to work on enhancing and strengthening capacity of southern church units. With assistances that would be offered by DASSC and NLM, this institution will keep serving all church units located in the southern Ethiopia.

Except for Amaro and south synods, all other church units reached at level of ensuring institutional sustainability. Amaro and South synod have got institutional gaps such as lack of human, financial and material resources.

7.4. Overall Assessment of Sustainability of the Project

Based on discussions made with key informants and beneficiaries, the overall trends of the project sustainability was summarized and illustrated in Figure 10 below. The assessment indicated that the project outputs in terms of financial/economical, technical, social, institutional and managerial aspects were more or less found to be satisfactory. Qualitative analysis was applied by rating each sustainability component where 0= very poor, 1=poor, 2= unsatisfactory, 3=satisfactory, 4= good and 5= Excellent.

Figure 10: Assessment of Sustainability of the Project



8.0. LESSON DRAWN

This capacity building project has been implemented centrally organized by ACBO Central DASSC and NLM, all six church units are happy the way it has been arranged. All church units have explained the trainings have been used as an experience sharing forum through which significant knowledge and skill were shared among staffs. This could be taken as a good lesson that collective approach is vital in creating experience sharing forum for the members and economically viable by benefiting from economies of scale.

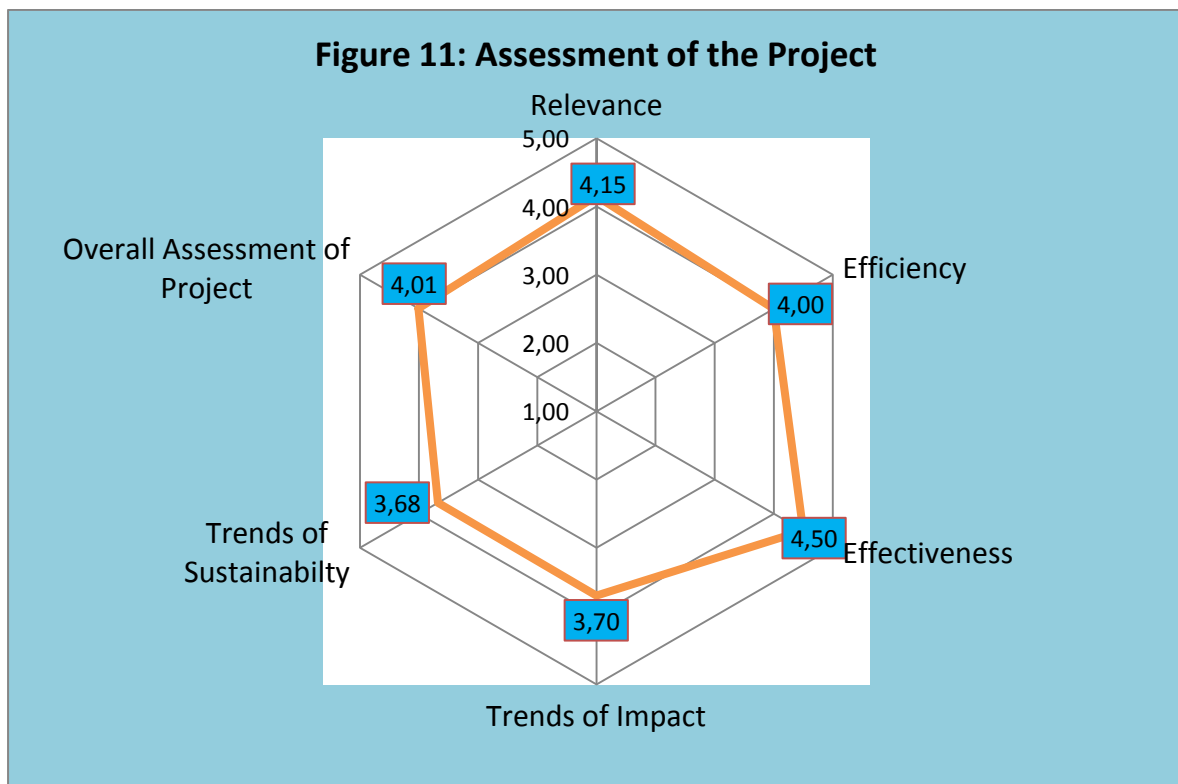
9.0. CONCLUSION AND RECOMMENDATION

9.1. Conclusions

Assessment conducted has shown that the project is generally achieved good performance in terms of most of assessment indicators: relevance, efficiency effectiveness, and trends of sustainability. Relatively the project has showed weak

performances in terms of its trends of impact and sustainability. As it is illustrated in Figure 11, trends of impact and sustainability of the project has been relatively given lower ratings as compared to the rest of assessment indicators which is indeed indicated the need of further capacity building efforts to ensure long run benefits of the target groups.

Despite these draw backs, however, the project found to be appropriate and relevant to address the priority need and problems of its target beneficiaries and groups. It was also ascertained that the project found to be in line with government's and NLM development policy and strategy of CUs-DASSC.



In general, the assessment findings revealed that the project is rated as good (a value of 4.01) in a five scale ratings where 1= Poor, 2 = Weak/Less than Satisfactory; 3 = Average/Satisfactory/Adequate; 4 = Good/More than Satisfactory; 5 = Excellent (see the Figure above)

9.2. Recommendations

Based on results of the assessment the following recommendations are provided to improve sustainability of the project outputs and to improve performance of the project holder in its future similar interventions.

- ix. The current financial expenditure records of the project in terms of its component are weak. Thus, in its future similar interventions ,the project holder should give emphasis to keep data of its financial expenditures as per detail activities stipulated in the project implementation document,
- x. Some computers and office furniture were distributed to some church units to enhance their capacity for smooth discharging of their duties and responsibility in efficient and effective manner. During the field visit it was hard to trace these materials as there are no records and specific tags related to them at church units. Thus, the project holder should keep proper records and attach identification tags to each computer and office furniture so as to be easily traced and identified as the property of the project.
- xi. The relevance and necessities of having Area Capacity Building Office has been found unquestionable. However, it was noted that the office is weak in terms of competent human power and logistics. Due attention and priorities must be given to strengthen the capacity of the office so as to in turn strengthen all southern church units.
- xii. The project implementation processes lacked transparency among church units. Hence, in its future similar interventions, the project holder should follow a participatory approach and involve all church units in need assessment, project design, implementation, monitoring and evaluation.
- xiii. For institutional memory and future references, training manuals, and proceedings are important to be documented and properly kept at each church unit.
- xiv. There is a need to continue the capacity building project at all church units. Thus, detail need assessment and priority setting should be made by involving all church units' representatives. The consultant strongly recommend that special attention must be given to weaker church units such

as Amaro and South synods during setting the capacity building activities. For these weak synods more focus need to be given in equipping them with competent human power who are capable to innovate new ideas and prepare project proposals to secure adequate funds.

- xv. The EECMY-DASSC should devise appropriate mechanisms on how to retain its qualified personnel through improving salary scale and other benefits packages so as to see meaningful impact of the capacity building project in the future,
- xvi. In future similar intervention, the project holder and its back donor have to devise a mechanism for transferring knowledge and skill gained to other fellow staffs among CUs-DASSC.

Annex 1: List of document reviewed during the evaluation

1. The Southern Church Units Capacity Building Program (2008-2012), July, 2007
2. Southern Church Units-DASSC Capacity Building Project Annual Report, 2008
3. Southern Church Units-DASSC Capacity Building Project Annual Report, 2009
4. Southern Church Units-DASSC Capacity Building Project Annual Report, 2010
5. Southern Church Units-DASSC Capacity Building Project Annual Report, 2011
6. Southern Church Units-DASSC Capacity Building Project Annual Report, 2012
7. Norwegian Lutheran Mission, Statement of Receipt and expenditure consolidated Report of SCUs (2008-2012)
8. Terms of Reference for final evaluation of Southern Church Units-DASSC Capacity Building Project Funded by NLM/NORAD

Annex II

- 1) Five year (2008- 2012) audit report summary

Annex 2: List of staffs and informants contacted during the Terminal Evaluation

srno	Name	Gender	Organization	Position
1	Dr. Abaya Wakwoya	Male	Central DASSC	CBP M&E Coordinator
2	Mr. Argachew Wondimu	Male	NLM/E	Development coordinator
3	Mr. Abera Tajabe	Male	NLM/E	Finance Head
4	Mr. Tilahun Seifu	Male	Central DASSC	PME Officer
5	Mr. Teferia Mekuria	Male	ACBO	Program Officer
6	Mr. Gizaw Megersa	Male	WBS-DASSC	A/ Director
7	Mr. Mamush Meta	Male	WBS-DASSC	Project manager
8	Mr. Bariso Racho	Male	WBS-DASSC	Accountant
9	Mr. Estifanos Shiferaw	Male	WBS-DASSC	Program Officer
10	Mr. Tessema Hirbaye	Male	SCES-DASSC	Director
11	Mrs. Genet Mitiku	Female	SCES-DASSC	Accountant
12	Mr. Ashenafi Kebede	Male	SS-DASSC	Finance Officer
13	Ms. Amelework Zemaw	Female	SS-DASSC	Project Coordinator
14	Mr. Dirba Olana	Male	SES-DASSC	Director
15	Mr. Nigatu Tadesse	Male	SES-DASSC	Project coordinator
16	Mr. Geda Roba	Male	SES-DASSC	Finance Officer
17	Mr. Alemu Wolena	Male	AS-DASSC	Director
18	Rev. Elias Bauso	Male	As	President
19	Mr. Galunde Wakela	Male	SWS-DASSC	Director
20	Mr. Orkaido Olte	Male	SWS-DASSC	Program Officer