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## A MID-TERM EVALUATION REPORT OF GREEN LIVELIHOODS PROGRAM II (GREEN LIP II)

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## **Disclaimer**

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## Acronyms and Abbreviations

ACO	Area Coordination Office
ADC	ABBABOR Development Consult
BO	Branch Office
EAT	Empowerment Assessment Tools
	EECMY DASSC Ethiopian Evangelical Church Mekane Yesus Dev't & Social Service Commission
FGD	Focus Group Discussions
GO	Governmental Organizations
KII	Key Informant Interviews
MOV	Means of verifications
NGO	Non-Governmental Organization
NMS	Norwegian Mission Societies
PO	Program Office
SACCO	Saving and Credit Cooperatives
ToR	Terms of Reference

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## Executive Summary

### Introduction

Funded by the Norwegian Mission Societies (NMS), Green LIP II is a continuation of the Green LIP I Program. It was designed as a four years (2018-2021) program which aims at supporting the improvement of the lives and livelihoods of disadvantaged and marginalized community groups in three woredas (Mao-Komo, Agelo and Yaso woredas) of the Benishangul-Gumuz Regional State. The program seeks to achieve two specific objectives. The first objective is to improve food and nutrition security and income of the community and the second objective is to enhance the competence and improved saving and income of the community.

The EEMCY-DASSC WE-ACO commissioned ABBABOR Development Consult (ADC) to conduct a mid-term evaluation to provide NMS (the Donor Agency) and Green LIP II program management teams (the Implementing Partner) an independent view of how well Green LIP II is progressing in terms of achieving its planned objectives. The evaluation was carried out based on some key evaluation parameters such as personal self-confidence, sense of ownership and capacity to determine/control resources as well as positive results achieved by individuals, groups, and community based organizations (SACCO) as a result of the goods and services rendered by the program.

### Evaluation Approaches and Methods

The evaluation was conducted between May and June 2020, covering the first two years of the project, i.e. from a program launch in 2018 to 2019. The evaluation adopted a qualitative methodology, a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. The program management unit and the Area Coordination Office in Gimbi made relevant documents available to the consultants (See Annex A).

An evaluation matrix with key questions on expected results, indicators and investigation methods was developed to guide data collection. Specifically, the design of the mid-term

evaluation was informed by the OECD-DAC evaluation criteria and the Empowerment Assessment Tools (EAT) developed by Digni. The OECD-DAC criteria of evaluation assessed the projects relevance, effectiveness, efficiency, impact, and sustainability whereas the EAT was employed to examine the degrees and levels of empowerment achieved by the program.

Four complimentary tools were used to evaluate the project's performance. These are **i)** Review of relevant project documents **ii)** Key informant interviews **iii)** Focus group discussions **iv)** Observations made by consultants during field visit. These techniques were used to analyze and validate information collected, an essential step when using qualitative and/or semi-quantitative evaluation methods.

During the evaluation, the consultants carried out two field visits to Mao-Komo special Woreda (from June 5 to June 8, 2020) and Yaso Woreda (from June 9 to June 10, 2020) in the Kamashi Zone of Benishangul Gumuz region. In addition to the field visit, the evaluation team held working sessions with the project staff and senior management of the ACO in Gimbi and the project sites.

At the end of the midterm evaluation mission in Yaso and Mao Komo, a debriefing session was held at the Western ACO in Gimbi where the consultant presented a summary of preliminary results of the evaluation mission and key observations from the evaluation using a note/checklist prepared for the occasion.

### **Key findings**

Results achieved to date, as described in the results framework, are mixed. The evaluation noted that the delay in the initial project approval process and prevailing security concerns led to a late start as well as slow implementation of the project at certain times. But implementation has picked up considerably in mid-2018, resulting in the completion of most of the planned project activities.

While it is too early to assess the performance of the program at an impact level, evidence from the reports and from verification visits confirms that programs are already delivering results

effectively despite implementation challenges associated with peace and security concerns in many project sites.

This success has been facilitated by a combination of effective management processes and the use of the “local animators” who have been able to link the community with the program implementer. Furthermore, the alignment of program interventions with the needs, interests, and priorities of the target communities as well as the active participation of local community in the project cycle management happen to be the drivers of success of the program.

#### **Relevance (4.1)**

The evaluation confirmed that GREEN LIP II is directly aligned to EEMCY-DASSC’s strategies as well as macro and micro level national development strategies. It was also confirmed that the program activities have been responsive to the needs of the target population, the local socioeconomic and cultural realities, and the broader elements of empowerment. However, the project’s logical framework appeared weak in terms of objective setting, logic (impact and outcome), indicator formulation, and risk assessment.

#### **Effectiveness (4.2)**

Although activity implementation started long after signing of the project agreement with government counterparts, the program has been effective in reaching the target population with a wide variety of goods and services. Most of the planned activities have been implemented on time and some of them have started delivering parts of the expected outcomes.

The evaluation team observed that there have been successes on several technical fronts. The progress made on the first program objective which is improved food and nutrition security is well underway in many implementation sites. For example, activities such as provision of improved vegetables seeds and provision of modern beehives with accessories were accomplished with a very high success rate. This success was derived from the efficient utilization of resources, adaptive management approach of the implementing agency and active cooperation of the stakeholders in the implementation of the program.

On the contrary, most of the activities under the second objective (enhancing capacity of the target population) have not been implemented as planned. Activities such as provision of seed money for poor families, provision of credit in kinds (Sheep and goats) for poor women and intensive training and provision of startup capital for community animators were not fully implemented due to unforeseeable and unusually severe security issues in the project sites as well as problems related to budget cut and acute inflation of price of goods and services. This was observed in mainly Yaso Woreda. One of the undeniable strengths of the program is its ability to flexibly respond to unforeseen situations and crisis related to security problems. In collaboration with funding partners, the program facilitators, reorganized the program activities by developing “plan B” to achieve the program’s intended. During the evaluation, the project facilitators also promised to expedite remaining activities in the remaining implementation period. As such, most of the activities could be implemented within the planned period.

It was also verified that the management of resources allocated to the program is done in a transparent way based on acceptable administrative procedures. The evaluation team observed that there is a proper documentation of project-related information such as beneficiary lists, type of services provided to beneficiaries, and management committee minutes both at the program sites as well as kebele administration offices. However, the monitoring and evaluation of the project were not carried out regularly and in a way that sheds light on project results and impacts.

### **Efficiency (4.3)**

It was noted that there was some delay in budget transfer during the early stage of the project. Yet, the program was delivering reasonably cost-effective activities. The total budget allocated for GREEN LIP II program activities for the two-year period (2018-2019) was 21,949,878.00 Ethiopian Birr. Our review of available financial documents reveals that a total of 21,230,947.00 Ethiopian Birr was spent for program-related activities. This is an impressive 96.7% budget burn rate.

The evaluation team noted over expenditure in some budget line items such as the promotion of modern beehives. One of the justification given for the over expenditure was increase in the

market price of modern beehives and its accessories. In sharp contrast, a significant under spending was reported in the financial support for minority groups at Colleges and promotion of by laws on the preservation of existing forest particularly in Yaso and Agelo woredas where the program implementation has encountered severe and extended security problems. This has resulted in a frustrating implementation performance vis-à-vis these activities.

Overall, the evaluation team observed that there was efficient utilization of resources to achieve results. However, it was difficult to provide definitive answers to the questions such as whether more can be achieved with the same input and whether there is an alternative approach to accomplishing the same objectives in efficient ways with limited baseline survey and tracking system.

#### **Impact (4.4)**

It is difficult to seek to gather evidence of impact at this stage of the project. However, there are several visible benefits and changes brought because of the program. Activities related to promotion of improved seeds of vegetables (root and tubers crops) together with intensive trainings that were provided to target beneficiaries have already showed positive signs in impacting food and nutrition security situations of target households. It was found that the promotion of vegetables production through irrigation has also contributed to the increase in income as well as availability and diversity of foods.

The evaluation team observed that poor and disadvantaged people have started to develop sense of self-confidence, sense of ownership and capacity to access, use and control productive livelihood resources.

Perhaps one of the unintended positive consequences of the program was its added value to conflict resolution and peaceful co-existence of multi-ethnic groups. The irrigation canal established by the program has been serving people from different ethnic groups who have now started to cooperate on local development agenda and who have started to co-create solutions whenever problems arise. It was also striking to observe that self-help groups established by the

program have significantly contributed to building peaceful coexistence of the multi-ethnic groups in the implementation areas.

### **Sustainability (4.5)**

This mid-term evaluation found that sustainability strategies have been given adequate consideration in the program proposal and are being operationalized to a certain degree. Since the project responds to some of the pressing needs of the local community, there is high probability that its benefits will sustain long after the program ends. The transference of skills to beneficiaries and local communities, ownership of initiatives, respect to traditional knowhow and to local communities' knowledge, the involvement of beneficiaries in the process of planning are some of the evidence suggesting promising signs of sustainability.

In addition, the project's commitment to use existing government systems and structures such as the health and agricultural extension systems appeared to ensure the financial as well as social sustainability of the project. It was also observed that most of the activities have been implemented taking environmental factors into account.

### **Degrees and Levels of empowerment (4.6)**

In terms of what has been achieved in the degrees and levels of empowerment, the program has generated some encouraging results including increased access to both tangible and intangible resources. The data collected for the evaluation revealed that disadvantaged people have started to believe in their personal capability to use available resources efficiently in a way that can contribute positively to their wellbeing. The target populations have been able to engage in a variety of income generating activities which somehow translated into increased income as well as diversified and resilient livelihood options. Strikingly, vulnerable women, who were left out of development process in the past, have now started to have a meaningful participation in SACCOs, especially in terms of saving money, discussing problems with their peers and exploring business development opportunities. This has resulted in self-confidence both at an individual as well as community and household level, and increased level of engagement in household and community decision-making processes.

## Conclusions and Recommendations (5)

Despite significant external constraints which include security and political uncertainties, the Green LIP II program has been able to make significant progress toward achieving its objectives. The program activities have been executed well according to the program plan and it is safe to say that the program is responding to the heartfelt needs of the local community.

While it is too early to assess the performance of the program at the impact level, evidence from the reports and from verification visits confirm that programs are already delivering results effectively despite difficulties on the ground particularly related to security problems in the target geographies. It is noteworthy to mention that this success has been facilitated by a combination of effective management processes and the use of the “local animators” who link the community with program implementers. The alignment of program interventions and the needs and priorities of the target communities as well as the active involvement of stakeholders were found to be the drivers of success of the program.

The evaluation team has formulated the following recommendations based on the findings on the evaluation:

- 👉 The program logic is loose and the formulation of objectives, outcome indicators and outputs were not done in careful and thorough manner. This resulted in lack of clarity on the objective and outcomes of the program as well as difficulty in tracking performances. Green LIP II, WE-ACO and the NMS need to update the program’s logical frameworks to reduce logic gaps so that progress can be measured within the time frame of the program. The program needs to be more specific about what it is bound to deliver and when. The fact that the program intervention areas are conflict prone means that the program should be flexible enough to include activities related to peaceful co-existence of the communities.
- 👉 The training content and methodology for the empowerment of disadvantaged groups including women should be redefined in a way that reflects the local contexts. In this regard, special emphasis should be given to business planning for SACCO members.

- ☞ In order to improve access to local, regional, national and international markets, the program needs to work across all value chain actors, especially by effectively linking producer farmers with traders and exploring market possibilities for local communities.
- ☞ A sustainable supply of agricultural inputs such as seeds and farming technologies is crucial not only to reduce reliance on external sources but also to mitigate the impacts of ongoing price fluctuations. GREEN LIP should explore possible ways of establishing a local seed supply system in the intervention areas in close collaboration with smallholder farmers
- ☞ We found that the implementation of some activities is lagging due to peace and security problems that have occurred in the area over the course of the program period. Therefore, to effectively utilize the funds and achieve the program objectives, we recommend the preparation of an acceleration plan. If the peace and security situation remain the same, then the donor must start considering a no-cost or cost extension for the project.
- ☞ Improving monitoring and evaluation system, particularly establishing a result-based monitoring and evaluation approach, is crucial to document the progress of the project as well as key learning from the program. In this regard, we strongly encourage the ACO to lead and guide and MEL process of the project and provide timely support to the project team on key topical issues.
- ☞ To ensure sustainability and scalability of project results, GREEN LIP should continue its collaboration with government systems such as development agents and health extension workers. It should also pay attention to building the capacity of these structures and systems on issues related to the core focuses of the program.
- ☞ Staff capacity building has received little attention during the life span of the project. To address this, we recommend that staff should receive capacity building support in the areas of result-based monitoring and evaluation, empowerment, conflict resolution, financial / budget planning.
- ☞ Gender equality is crucial to ensure diversity, inclusion, and equity within the organization. We recommend that women professionals should be included in the



program team. We are of the opinion that it would be difficult to find competent women professionals in the region, but the project management can collaborate with government departments to bring women on board on a top-up basis and integrating gender in its programing.

- ☛ The program areas are prone to conflicts and instabilities. As a result, the lives and livelihoods of the program beneficiaries have been impacted and some local community members have been displaced from their residential areas. To this end, we strongly suggest the development of a future project phase around conflict resolution and peaceful co-existence, social justice, poverty eradication and so on.

## 1. Introduction

### 1.1. Background

The Ethiopian Evangelical Church Mekane Yesus - Development and Social Services Commission (EECMY-DASSC) is one of the faith-based development partners operating in the country since the 1970s. In 2000 G.C, the EECMY-DASSC was registered as a legal church-based development agency and in 2009 it received its license as Ethiopian Resident Charity Organization from agency for Charities and Societies. Recently, the EECMY-DASSC underwent a decentralization process where it created four Area Coordination Offices (ACOs) and 30 Branch Offices (BOs) in different parts of the country. This was carried out with the intention to reach all regions of the country through effective, result based and empowering development approach.

As clearly outlined in its Strategic plan, the Commission's program pillars are livelihood development, education, child development, and health and nutrition. The strategic plan also considers the mainstreaming of cross-cutting issues such as gender, climate change adaptation and environment.<sup>1</sup> It is important to note that all of the EECMY-DASSC programs are geared towards contributing to national development targets particularly the Growth and Transformation Plans (GTP I and GTP II) which have been under implementation over the last ten years.

As one of the ACOs of the EECMY-DASSC, the Western ACO has been implementing four years (2018-2021) program entitled the Green Livelihood Program II (Green LIP II). The program was funded by the Norwegian Mission Societies (NMS).

The Green LIP II targets 11 kebeles in three districts of the Benishangul-Gumuz Regional States, namely: Mao-Komo, Agelo and Yaso Woredas. The specific objectives of the program are improved food and nutrition security and income of the community and enhanced competence and improved saving and income of the community. EECMY-DASSC-WE ACO is halfway through the first phase of the program implementation cycle. Therefore, this mid-term evaluation

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<sup>1</sup><http://www.eecmy.org>

was carried out with the aim of measuring the progress of the program over the past two years, assessing the continued relevance of the interventions, and identifying key lessons and ultimately coming up with actionable recommendations for improving program performance going forward. Most importantly, the evaluation is intended to provide evidence of the contributions of the Green LIP II interventions on the degrees and levels of empowerment of minority groups and poor farmers at the program interventions areas.

In terms of the structure of the report, the report begins with a brief analysis of the project context followed by the purpose and scope of the evaluation. The methodology of the evaluation is presented in section 3 whereas a detailed analysis of the key findings of the evaluation is given in section 4. The last section presents the conclusion, key recommendations and learning from the assessment.

The primary intended users of the evaluation include the GREEN LIP II program team, WE-ACO, EECMY-DASSC and the donor (NMS). It is expected that the findings from this Mid-term Evaluation will assist with the determination of the project's activities for the remaining year of the project and will provide strategic and operational guidance to the project's stakeholders in regard to the formulation of a proposal for a future phase of this project.

## **1.2. A brief Overview of the Green Livelihood Program (Green LIP)**

As highlighted in the program document, the Green LIP II is the continuation of the Green LIP I. It was designed as four years (2018-2021) program with a primary goal of supporting the improvement of the lives and livelihoods of disadvantaged and marginalized community groups in three woredas (Mao-Komo, Agelo and Yaso woredas) in Benishangul-Gumuz Region. The design of the program was spearheaded by one of the well-established ACOs of DASSC, the Western Ethiopia ACO. The funding for the program was made available by the Norwegian Mission Societies (NMS) which is made up of volunteers and congregations, who volunteer, pray, donate and collect money to bring about socioeconomic justice across the world.

### *Objectives of the program*

The GREEN LIP II program seeks to achieve improved food and nutrition security, and socio-economic empowerment of minority groups, and disadvantaged people. As such, the Green LIP II program focuses on two broad work streams: Food and Nutrition Security and Capacity Building and Promotion of Community-Based Organizations.

Specifically, the program has two objectives and several interrelated outputs/results and activities which are listed in the following section.

**Objective I:** Improved food and nutrition security and income of the community with the following **outputs**:

- 👉 **Output 1.1:** Target poor households acquire knowledge and skills on fruit and vegetable production
- 👉 **Output 1.2:** Improved and diversified household diet
- 👉 **Output 1.3:** Improved access to and utilization of income generating opportunities by food insecure households
- 👉 **Output 1.4:** Agricultural inputs accessed and used by poor farmers

**Objective II:** Enhanced competence and improved saving and income of the community and the outputs of this objective stated as follows:

- 👉 **Output 2.1:** Saving and credit cooperatives engaged in livelihood development for poor families
- 👉 **Output 2.2:** Improved access to teaching and learning
- 👉 **Output 2.3:** Volunteers engaged to mobilize local resources

### *Target beneficiaries*

The program intends to reach 16,257 direct beneficiaries, out of which 8,045 are male and 8,212 are female residing in 11 kebeles in Mao Komo (4 kebeles), AgeloMeti (4 kebeles) and Yaso (3

kebeles).The indirect beneficiaries of the program are 40,000 people (19,800 are male and 20,200 are female) living in the same geography.

## 2. Purposes and Scopes of the Evaluation

In line with the Terms of Reference for this evaluation (Annex 1), this mid-term evaluation covered the period from 2018-2019. It was carried out with the objective of assessing the continued relevance of the GREEN LIP II interventions and the progress made towards achieving its planned objectives vis-à-vis personal self-confidence, sense of ownership and capacity to determine/control the resources and results archived by individuals, groups, community-based organizations (SACCO) and food and nutrition security improvement as a result of the program interventions.

The evaluation covered all key activities undertaken within the framework of the project, as described in the project document. The planned project results were compared with the actual project results and an assessment was undertaken to determine the impact of the project activities to date. The evaluation reviewed any developments in the project's risks and assumptions since the commencement of the project and the management of those risks. The evaluation also reviewed developments in the context of the project's implementation, including social, economic, and political changes since the design of the project. More specifically, the evaluation

- Reviewed the progress of the program in light of its goal, objectives, indicators and the activity plan of the program in terms of strengthening the program target groups in owning development process and the archived results towards the individual's self-esteem and groups decision making ability to choose and act on the social issues in their context.
- Examined if the program activities whether they are leading to achieve the goal and objectives of the program in an effective and efficient way.
- Assessed whether the program sufficiently uses the existing opportunities for cooperation within and beyond the program to create synergy.

- Determined whether changes in program objectives, strategy, and components are needed or not and also to observe if there are organizational learning conditions.

Put in technical terms, the evaluation assessed the relevance, effectiveness, efficiency, impact, and sustainability of the program (See table below). It has also paid a considerable attention to assessing the changes in empowerment at an individual, household and community level by making use of the evaluation tool provided by the donor.

Evaluation parameter	Description
<b>Relevance</b>	Assessed the extent to which the program activities are relevant or suited to the priorities of target groups and existing government policies and strategies as well as the implementer's and donor's strategies.
<b>Efficiency</b>	Measured how economically program resources/inputs (funds, expertise, time, etc.) are converted to results.
<b>Effectiveness</b>	Examined the extent to which the objectives of GREEN LIP II were achieved or are expected to be achieved.
<b>Impact</b>	Assessed the intended or unintended changes that have occurred because of the implementation of the GREEN LIP II program activities.
<b>Sustainability</b>	Examined the possibilities of continuation of benefits from the program intervention after development assistance has been completed.

Table 1 OECD-DAC Evaluation Parameter adapted for GREEN LIP II Evaluation

For all these parameters, we used the questions outlined in the ToR (Annex6.1) as guiding question. We have also added additional questions to make the evaluation process as comprehensive as possible in way that captures all relevant information that has direct relevance to the performance of the program. In a similar manner, empowerment at the program level or

target clients/beneficiaries was assessed by employing the Digni Empowerment Assessment Tools (EAT) (Annex 6.3).

### 3. Methodology and Approaches

#### 3.1. General Design/Approach

The primary purpose of the mid-term evaluation was to provide NMS and Green LIP II program management teams an independent view of how well Green LIP II program is progressing in meeting its planned objectives vis-à-vis personal self-confidence, sense of ownership and capacity to determine/control the resources and results achieved by individuals, groups, community based organizations (SACCO) through the program activities in the intervention areas.

The evaluation was conducted between May and June 2020, covering the first two years of the project from launch in 2018 to 2019. The evaluation adopted a qualitative methodology, a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. The project management unit and the Area Coordination Office in Gimbi made relevant documents available to the consultants (See Annex 6.6.1). The design of the mid-term evaluation was informed by the OECD-DAC evaluation criteria (See table 1) and the Empowerment Assessment Tools (EAT) developed by Digni. The overarching approaches to these two methods are provided below and further information can be found in Annex 3.

As indicated in the above section, the DAC criteria focuses on relevance, efficiency, effectiveness, impact and sustainability as key parameters of evaluation. Whereas the EAT was employed to assess the degrees and levels of empowerment achieved yet by the program intervention. The reasons why we decided to use the two tools simultaneously is to comply with the strategic interests of NMS and to make sure that relevant empowerment pillars are systematically documented as we proceed with the evaluation.

An evaluation matrix with key questions on expected results, indicators and investigation methods was developed to guide data collection (See Annex 2). EAT focuses on the empowerment

of poor/disadvantaged people from the output to the impact levels of the program results they have achieved in the intended timeframe as per the objectives stated in the program document. In line with the requirements of EAT, the evaluation team scrutinized all dimensions of empowerment, i.e. Resources, Agency and Achievements, to assess level and degrees of empowerment across the program core components/thematic areas. Once data is collected, the degrees and levels of empowerment were determined based on the scale of empowerment provided on the guidelines with necessary descriptions and interpretations.

It is noteworthy to mention that there are overlaps between the EAT and OECD-DAC criteria of evaluation although the two tools completely different from one another and they are designed to serve different purposes. Since they both require participatory processes, the evaluation team tried its best to use participatory data collection tools and ensure the active and meaningful involvement of stakeholders in the data collection as well as analysis.

### 3.2. Data collection methods

To meet the key objective of the evaluation, four complimentary tools were used to evaluate the project's performance. These tools are i) review of relevant project documents ii) key informant interviews iii) focus group discussions iv) observations made by consultants during field visit. These techniques were used to analyze and validate information collected, an essential step when using qualitative and/or semi-quantitative evaluation methods.

#### *Desk review*

The collection and review of documents and data continued throughout the evaluation-period. Many relevant documents and statistical data were collected and analyzed. Basically, the program documents such as program proposal, program log frames, annual work plans, monitoring and evaluation plan, procurement plan progress reports, and other program management information were consulted and provided a better understanding of the objectives and results that the program intends to achieve. Other relevant documents that are related with



circumstances of food security situations in marginalized community groups were reviewed. A list of documents reviewed is annexed.

### *Key informant Interviews*

Key informant interviews (KII) were conducted with wide range of program stakeholders such as DASSC management team, program staff, woreda level government experts, Kebele administrators, development agents, school leaders, selected program target groups and community elders.

### *Focus Group Discussions*

Similarly, a series of focused group discussions (FGDs) were conducted with various beneficiary groups who are selected based on some criteria. In addition, case studies of specific interventions and families were carried out.

### **A Summary note on data collection process**

The evaluation team started its assessment by requesting some useful documents from the program office as well as the WE ACO. This includes program proposal, baseline survey data, monitoring plan and reports, quarterly and annual reports. Furthermore, the evaluation team critically examined the log frames of the GREEN LIP II to see if there is progress towards the overall goal of the Program. Log frames summarize a theory of change over time by detailing each of the objectives (goal, purpose, results) intended by the intervention, the related indicators that measure the extent to which the results against each objective have been attained, the assumptions that need to hold if each level of objective is to lead to the next, and the means by which indicators will be measured (MOV). Indicators and the MOVs then form the basis of the external evaluation and lay a benchmark to determine if the program is heading to the right direction and bringing the desired outcome.

Based on information obtained from these documents, an inception report containing data collection instruments was prepared. At a kickoff meeting organized in the program office, the

ADC team presented its evaluation design, approach, tool and introduced the evaluation team to the WE ACO and Green LIP II staff. Feedback was received from the WE ACO on the context of the program, the data collection tools prepared by ADC, selected program sites for the evaluation and logistical arrangements for the field work.

During the evaluation, a total of 29 key informant interviews and 12 focus groups discussions (each FGD encompass 4 to 6 members) were held with program target groups, program staff and government stakeholders. The table below provides a summary note on the individuals who participated in the evaluation both through key informants and group discussions. (See Annex 6.6 for the list and contact details of participants).

Respondents Category	Type of Activity	Number of respondents		
		Male	Female	Total
Program staff	KII	13	-	13
Government Stakeholders	KII	16	-	16
Traditional leaders/animators/beneficiaries	KII	4	4	8
Target beneficiaries	FGDs (12)	11	32	43
<b>Total</b>		<b>44</b>	<b>36</b>	<b>80</b>

**Table 2 Number of people involved in the evaluation**

When conducting the in depth interviews and focus group discussions, the evaluation team believed that the information generated would be important not only for assessment of program's relevance, effectiveness, efficiency, sustainability and impacts but also would be useful for analysis of the degrees and level empowerment achieved so far by the program interventions. Prior to a visit to the program sites, the evaluation team, together with the program team, identified potential individuals who could participate in the focus groups discussions and key informant interviews. Discussions were guided by sets of standardized, generally open-ended questions based on the OECD/DAC evaluation criteria.

In some cases, FGDs and KIIs were conducted in local language using local translators. The FGDs and key informant interviews were recorded using a tape recorder and transcribed later. Comprehensive interview notes were also taken. It must be noted that a verbal consent was

obtained from the participants prior to conducting the FGDs and key informant interviews. The evaluation team also strictly followed COVID-19 related public health guidelines issued by the government of Ethiopia to ensure the safety and health of respondents.



Figure 1 FGD (Left) and Key Informant Interview (Right) in progress

To complement qualitative findings from document analysis, focused group discussions and key informants interview illustrative case stories were developed on purposively selected program beneficiary households per program site in order to understand individual views regarding the contributions of the program to their food security situation and overall wellbeing. Also, physical observations were made on some specific program worksites in each program sites and program-related pictures will be taken to complement the final narrative report. This was done as part of the data collection process to capture all events, facilities, program results, and other observations during the evaluation that help to augment and enrich the evaluation study. We collected consent for all photographs taken in the project sites.

### 3.3. Sampling Design

The evaluation team employed a purposive sampling method to select respondents for both the FGDs and KIIs. Criteria used for the purposive sampling include, but not limited to, knowledge of local contexts and the program, gender differences, age variations, sector of participation/

distribution of beneficiaries of the Program results, and number of beneficiaries within different target units.

During kick off meeting, it was decided to concentrate on two woredas namely Mao Komo and Yaso in consultations with program management staff. Our review of documents shows that Yaso Woreda is new target for the Green LIP program whereas Mao Komo Woreda has been a focus geography of the Green LIP program. After the kickoff meeting was concluded, the evaluation team travelled to the program sites to start the data collection. Our data collection started with discussion between the evaluation team and program management staffs at each woreda program office. This was done with the intention of understanding the contexts, progress of the program interventions and joint selection of sample kebele.<sup>2</sup>

Out of the 11 kebeles where the program implementation is carried out, 4 kebeles, namely Shigogo Gada Shola, Yaa Beldigis, Yaso and Hallo, were selected and visited by the evaluation team. Up on the completion of the field mission in these kebeles, a further meeting was held with senior management at WE ACO to present them with the team's observations and to elicit feedback particularly on empowerment measurement as it demands a participatory learning process.

In a nutshell, the data collection process was guided by the following basic principles.

- a. Most of the input for the external evaluation originates from local communities and hence we have a conviction that the target population for the project should be at the very core of this assessment.
- b. Other stakeholders and the program team work hand in hand. However, views from the former are given precedence to input into the external evaluation matrix.
- c. The log frame and variance utter more than the program participants do.
- d. Program participants at various scales were given the chance to reflect on the Program's performance.

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<sup>2</sup> Kebele is the lowest level of formal administrative unit in Ethiopia.

- e. Documents, both from the organization as well as government, were used as a source of information on matters such as policy framework and regulatory aspects.

### 3.4. Data Analysis

In this evaluation, data collected with qualitative instruments were subjected to in-depth analysis iteratively and narrated based on evaluation frameworks. Analytical framework was guided by evaluation questions under the relevance, effectiveness, efficiency, potential impact, and sustainability. Analysis of findings was done by triangulating data gathered from various sources. As the nature of qualitative research demands on spot analysis, the synthesis of field notes and labeling of tape records were undertaken in every evening during field work to avoid the missing of relevant data. Then the transcribed data were thematically classified and analyzed to explore the associations and distinctions among themes as they arise in the data through coding, technical memos, and diagrams to systematically scrutinize the data.

With regards to empowerment data analysis, field level data were generated from target beneficiaries and key informants as well as through a thorough review of program documents. This was accompanied by giving scores for the empowerment level based on a standard scale. The qualitative data analysis was supported by software known as Atlas.ti.

### 3.5. Data Quality Assurance

To ensure high standards of the data collection process and ultimately to ensure the reliability of the data collected, the evaluation team adopted three main strategies. First, all filled interview guides and checklists were checked by the evaluation coordinator daily and centrally administered by the data manager. Second, there was back-checking of data collection process through phone to make sure that the quality of the data is not compromised. Third, a supervisor was assigned to check the accuracy, consistency and completeness of all responses and make appropriate corrections before leaving the project site. With the preliminary quality control at the field level by a person in charge, rigorous data validity and consistency checks such as editing,

coding and the data cleaning exercises were employed as part of the data quality control exercises before starting the analytical work by the data manager at the office level.

### 3.6. Ethical considerations

Prior to conducting the key informant interviews and FGDS, the consultants explained the purpose of the interview and discussions to every program beneficiary, community, national and regional partnering organizations and other who took part in the evaluation process. The evaluation team briefed on ADC's field policy and ethical clearance sign a declaration to have clear understanding on the policy and abide by it. Thus, the interviews and the FGDS were conducted only after the respondents agree to participate. In all evaluation process, the project facilitators and WE ACO staff members were there to arrange the interview process. In other words, the evaluation was conducted based on the following ethical standards: Informed consent, Confidentiality, and permission by the respondent to record the interview proceedings.

### 3.7. Limitations of the evaluation

The evaluation was conducted in accordance with the ToR. However, there were some limitations inherent in the design of this evaluation which the reader should take note of when reviewing the findings. First, the ToR specifies the purpose of evaluation as to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives based on personal self-confidence, sense of ownership and capacity to determine/control the resources and results achieved by individuals, groups, community-based organizations (SACCO) through program activities in the intervention areas. However, due to limited time scheduled for the evaluation due to security problems during the evaluation, some of these issues could not receive sufficient analytical attention.

Second, the evaluation team could not make visits to all woredas and kebeles where program activities are carried out. This might bring up issue on generalizability of the findings. Third, Socioeconomic empowerment is a complex concept which is difficult to quantify. It is hardly possible to measure the contribution of a project to empowerment unless there is a regular

tracking of data based on key indicators. The evaluation team faced difficulty to isolate empowerment changes that are directly attributable to Green LIP II program interventions because FGDs and key informants participants were providing conflicting responses in some occasions. To address this, evaluation team have tried its best to triangulate information using multiple data sources (both primary and secondary data).

## 4. Evaluation Findings

This section of the report presents the findings of the evaluation. The section consists of five major parts: Relevance; effectiveness; efficiency; impact and sustainability and finally the degrees and level of empowerment achieved so far through program interventions.

### 4.1. Relevance

This section intends to provide an analysis of the overall relevance of GREEN LIP II objectives and interventions to EEMCY-DASSC's strategies, key development policies and strategies of the country, and the needs of the target beneficiaries. Section 4.1.1 presents the relevance of the program towards the strategic plan of the EEMCY-DASSC and overall development policy frameworks of the country. Section 4.1.2 analyzes whether the program is in line with needs of the target beneficiaries. Finally, section 4.1.3, provides a detailed account of the extent to which each of the program's activity are contributing to the set objectives and if the logical framework is still valid.

#### 4.1.1. Green LIP II relevance to EEMCY-DASSC's Strategic Plan

A deeper review of DASSC's strategic plan as well as other organizational documents include that there are nearly four program pillars of EECMY-DASSC. This includes livelihood development, education, and child development, and health and nutrition. Gender, climate change adaptation and environment are identified in the strategic planning document as cross cutting issues. The strategic plan also clearly states EEMCY-DASSC's mission which is serving people holistically to experience a life in its fullness through addressing the spiritual, the physical as well as psycho-social needs of a person.

In the context of the Green LIP II program, the primary objective of the program is to improve food and nutrition security, and empower minority groups, and disadvantaged people in the geographic focus areas of the program our analysis of the program document reveals that the program's scope is to enhance human capital and build the capacities of the disadvantaged and minority groups in hard-to reach geographies of the country. Hence, we can conclude that the goals and objective of the Green LIP II fits squarely within DASSC's long standing philosophy and policy direction of serving the whole person.

#### **4.1.2. GREEN LIP II relevance to national development plans**

The data generated through this evaluation proved that the program is aligned not only with the DASSC's strategic framework, but also with the national development plan of Ethiopia. Our review of GTP II shows that increasing productive capacity, food security improvement and minority and disadvantaged groups such as women empowerment as well as ecological resilience buildings are the major strategic pillars. Consequently, there is no doubt that GREEN LIP's intervention on food security; capacity building and empowerment are directly aligned with the government development plans and strategies.

During the evaluation exercise key informants from government stakeholders responded that the program approaches and activities are also coherent with the micro development plans of the local government. In line with this, key informant from the Mao Komo woreda cooperative promotion office stated his opinion that organizing women into SACCOs is one of their priority areas. Similarly, key informant from Mao Komo woreda agricultural office said that promotion of irrigation practice, improved beehives, and introduction of improved vegetables and fruit seeds as well as crops are strongly linked with their plans and hence making the program still more relevant to their priority areas of interventions. All key informants from government sectoral offices affirmed that the Green LIP II program activities are quite relevant to achieving development priorities of the Woredas.



In sum, it was found that the program complements the development efforts of other actors, particularly that of government stakeholders. This has been clearly demonstrated by the strong collaboration and synergy created between various stakeholders participating in the program.

#### 4.1.3. GREEN LIP II relevance to the needs of the local community

To evaluate the relevance of this program in connection with the needs of local communities, the evaluators held key informant interviews and focused group discussions with government stakeholders and program beneficiaries respectively. The field visits provided the evaluation team with an opportunity to probe the question of project relevance more fully with beneficiaries, including asking them to explain in their own words if the types of activities being delivered by projects met the needs of their respective communities. The result from both respondents confirms that the program is of timely importance to the target community and their socio-economic needs.

Although the region is rich in natural resource basis, there is widespread prevalence of chronic poverty and food insecurity across the region in general and in the target woredas in particular. Lack of improved agricultural inputs such as improved seed varieties, modern farming tools, irrigation facilities, beehives, and others and inadequate information and knowledge on the importance of dietary diversity were the main causes of severe food and nutrition insecurity in the program area.

This justifies the relevance of program in contributing towards alleviating food and nutrition insecurity problems. In connection with the marketing access improvement, the Green LIP II program has replied to our questions for the last 27 years or more by constructing the bridge to connect the community to nearby main roads. In this regard, one of the FGDs participants at Ya'a beldegis kebele succinctly puts the relevance of the program to the needs of the community as follows:

*“For the past two and half decades, we have been crying for the construction of a bridge that will connect us to the weather road in the area. This is crucial in ensuring the local communities' access to market, schools, health facilities and so on. Due to the absence of a bridge, we could not take our*

*agricultural yield to the market and we are forced to sell our agricultural products at a very cheap price. The Green LIP program constructed the bridge and now we have a very smooth and easy access to the market which in turn allows us to obtain a better price for our produce.”*

As noted during field observations, most people are dependent on root and tuber crops which are traditionally harvested from within the forest. To this end, the program introduced improved root and tuber crops, and other indigenous vegetables such as ‘kenkes’ which have good nutritional value and were readily adopted by the target beneficiaries. Overall, discussions with target beneficiaries at all selected sites indicate that these program activities have brought positive changes on the food and nutrition security status.

In a similar fashion, fuel wood and charcoal collection by local communities were one of the major contributors to deforestation in the area. In response to this challenge, the program designed interventions to protect and manage natural resources in a sustainable way. The program introduced a protected area approach at one of the program implementation sites and supported the development of bylaws for the management of natural resources. Information generated from group discussion indicates that the program intervention played vital roles in raising awareness on the needs of sustainable management and use of natural resources.

In relation to the program’s capacity building component, the main targets of the program have been women and minorities. Women and minorities in the area face several development challenges that prohibit them from fulfilling their life aspirations. Women also face unacceptable levels of discrimination which prevents them from playing a full part in decision-making as well as in development of the society. In response to these challenges, the program organized women into saving and credit cooperatives, providing them with a revolving fund that allowed them to start their own business and saving. SACCO members reported these interventions not only increased their income but also improved their self-confidence/worth. So far, a total of 938 women were organized in savings and micro-credit groups (SACCO). To identify the less privileged members of the community, the program works closely with kebele administrators and other local government structures such as agricultural extension workers. Overall, it was found that

most program intervention/activities respond to the needs of local communities, especially women and minorities.

Another important contribution of the project is related to education. Literacy level in Benishangul Gumuz regional state is still very low when compared with other parts of the country<sup>3</sup>. The target communities lagged in their educational attainment which in turn resulted in poor living standards both at a household and an individual level. Therefore, various program activities were designed to address education-related problems and these activities happen to be extremely relevant to the needs of the local communities. For instance, the promotion of the schooling materials for poor people, and promotion of the adult literacy has positively contributed towards increasing the motivation and school performance of local students. Students who benefited from this program witnessed that the education-related interventions motivated dropouts to get back to education.

However, it was noted that there is no clear link between the theory of change and activities related to the promotion and development of minority cultures. According to one of key informant from the program team, this intervention lacks clear implementation approach given the current context in the project area. Apart from this, the evaluation participants felt that the issues the program sought to address were coherent with needs on the ground and that the collaborative nature of need assessment allowed the program to gain a clear view of the extent to which some of the needs of local community are to be met. This was confirmed through interviews with selected program beneficiaries.

*“We were really in bad condition prior to the launch of the GREEN LIP Project. We did not have access to improved seed varieties and modern beehives. Since the launch of the project, we can say our conditions have changed for the better. The training program and farming inputs provided to us equipped us with the necessary skill and equipment that enabled us to engage in various livelihood activities.”*

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<sup>3</sup>Baseline study report 2018

In summary, beneficiaries and other interviewed stakeholders in the field sites confirmed the relevance of the projects the real needs and socio-economic problems of the target communities.

#### 4.1.4. Coherence, logic of objectives and LFM

This section addresses the logic of interventions frameworks in terms of the likelihood that activities designed within these frameworks have contributed to the program objectives, improving food and nutrition security and capacity enhancement of the target beneficiaries. The program document dictates that the Green LIP II has two specific objectives, eleven outputs and several respective activities. In the same program document under logical frameworks, it was indicated that the program has seven outputs with series of activities which shows logical inconsistency which creates confusion on what the program is actually expected to achieve and/or to contribute. It should be mentioned that the formulations of the objectives and outputs are rather lengthy in that some formulations of outputs include description of activities or strategies to be followed during implementation which, in turn, cause misunderstanding on what the program is precisely expected to deliver and to undertake.

Based on the analysis of the project proposal, we have confirmed that the designed program activities are relevant in achieving the stated objectives of improving food and nutrition security of the target beneficiaries. However, the program activities were not designed in an interconnected and integrated manner. For example, activities such as developing bylaws to preserve existing forest and apiculture promotion can be integrated for a greater and sustainable impact since both are done in forest landscapes. In the present case, however, these activities were implemented independently. The evaluation team also realized that behavioral change and utilization of maternal and child health services are not designed as key strategies to achieve food and nutrition security.

In its formulation, the objective II of the program (enhanced competence and improved saving and income of the community) seems vague which poses difficulties in separating it from objective I. As it can be seen from the program document, objective II of the program is reached through three outputs such as saving and credit cooperatives engaged in livelihood development

for poor families (output 2.1), improved access to teaching and learning (output 2.2), and volunteers engaged to mobilize local resources (output 2.3). The evaluation team found that despite some flaws (for example, promotion of by laws on the preservation of existing forest), detailed activities designed to achieve objective II of the programs are relevant and appropriate.

A review of the baseline survey shows that there were weak community networks in the area. An effort to establish effective saving and credit cooperatives as well as building their capacity is therefore highly relevant. However, the evaluation team identified that the training contents should be clearly defined in a way that takes the local context into account and the training should involve all government stakeholders to ensure sustainability. More importantly, the evaluation team suggests that activities related to peaceful co-existence should be included as the community in the intervention areas are characterized by ethnic diversity.

Finally, it is important to mention that the program document is seemingly weak in terms of its logical approach and theory of change formulation. The objectives were not formulated in Specific, Measurable, Attainable, Realistic and Time bound manner. For example, specific objective one lacks information on how much of the beneficiaries get out of food insecurity by the end of the program. Lack of clarity regarding objectives to be achieved/indicators (combined with the inconsistency data in the reviewed reports) posed difficulties in evaluating what has been achieved so far and the progress towards the indicators.

## 4.2. Effectiveness

This section is about the measures of the extent to which the objectives of GREEN LIP II were achieved or are expected to be achieved against identified outputs, as well as about organizational and management issues that affect the performance of the program. In attempts of assessing the effectiveness of the program based on the set indicators, the evaluation team critically reviewed the plan versus accomplishment reports. In verifying the delivered outputs and validating the reported achievements, the ADC team conducted field visits, and information generated during the evaluation was analyzed and reported in the subsequent section.

Our assessment reveals that progress against the different objectives and outputs is taking place at different pace in different program intervention sites. Despite a late start of project operations due to delays in signing the program agreement, the program has already been able to reach several milestones. Certain outputs are well in advance in some program sites, such as Mao Komo woreda. Unfortunately, the program implementation in the remaining woredas namely: Agelo Meti and Yaso woredas lagged behind for not less than a year due to ethnic conflicts that took place in these areas.

Alongside with the ground making activities including baseline study, site selection, etc., in 2018, substantive progress was made on output of the objective I, (Improved food and nutrition security and income of the community). Most of the activities related to food and nutrition improvement are completed; in some cases, beyond what have been planned. Activities such as introduction of improved fruit trees and vegetables crops, provision of improved vegetables seeds, introduction and production of improved fruit trees, Provision of farm tools (water cane, fork, spade, etc.), provision of modern beehives with accessories have been accomplished as per the plan.

In a similar manner, activities related to the introduction of fruit and vegetables through irrigation practice have contributed to food and nutrition security situation improvement in the target community. Hence, vegetables and tuber production appeared to be one of the promising activities, which is generating additional income and providing alternative source of nutrition for target households in the area.



**Figure 2 Indigenous vegetable (Kenkes) cultivation using irrigation farming in YaabelDigis Kebele**

**Case story 1:** Mohammed Seid (fig. 2), 60 years old was one of the program beneficiaries who is participating in vegetables and tuber crops cultivation using irrigation. He has 8 children. Mohammed's family was suffering from a poor living condition prior to the project. He stated that getting one meal a day was very difficult; let alone sending his children to school. He was facing food insecurity problems for not less than 3 months in a year. He used to practice traditional irrigation system and local seeds

which did not give him surplus production. After he received trainings, improved seeds and other inputs from the program office, his productivity increased significantly. His situation has changed and he is now able to feed his children throughout the year. He is not worried about what his family will eat in times when there is food shortage in the area. He started to enjoy a better life with his family where he eats nutritious food, lives in a good house, and sends his children to school.

This case story shows that activities planned to improve food and nutrition security in the areas have started to bear fruits which shows the effectiveness of the program. According to field level data, most of interventions under objective one have proven to be effective in responding to target community food and nutrition security situations. Success in this outcome area has been due to the alignment of the program activities to the needs of the community. In line with this, a key informant from the agricultural offices stated that:

*“The GREEN LIP was successful because took careful measures to identify and respond to the real needs of the target community.”*

Despite this encouraging achievement, the promotion of modern beehives did not yet give additional income for the target communities because, in many sites, the apiculture products such as honey and beeswax were not produced yet due to delays in delivering activities related to apiculture promotion. Presently, the beehives are also without bee colonies at some project sites. Similarly, the provisions of trainings on market access were found to be under accomplished. As such, activities related to marketing access focused on infrastructural development such as bridges to connect kebele to all whether roads. There is not an activity or effort to link the producers with traders through organizing producer cooperatives. This is a crucial step in boosting the bargaining power of farmers in market system.

As far as specific objective II is concerned, significant efforts are being exerted for delivering outputs 2.1 and 2.2 and considerable achievements have been recorded. Intensive training and establishing women on saving and credit, petty trade, vegetables production and irrigation development have been completed. However, during the evaluation, the evaluators learned that the establishment of the SACCO group was at a very early stage in program sites such as Yaso woreda due to security problems that impeded the successful implementation of the project activities. At Mao Komo woreda, the women’s group was well-established, and the members have started to reap benefits in the form of obtaining loans and engaging in income generating activities such as petty trades. According to the project staff key informants, the key underlying success factor in Mao-Komo special woreda was that the Green LIP II was the continuation of the Green LIP I program and hence, allowed the program staff to gain experiences in establishing effective program management and successful implementations of the program activities.

During the evaluation, FGD participants who are involved in SACCOs gave positive feedback about their overall experience as a member of SACCO. For example, the following case shows how women’s agency improved as a result of membership in SACCOs.





*Case Story 2: Galtu Mohammed is from Mao Komo Woreda, Shigogo Kebele. She is 35 and has 2 kids. She is from Berta community. She joined a women SACCO organized by Green LIP II and explained her livelihood situation and household relation as follows: Before the program started, I, just like other women, in our community used to be oppressed by our husbands. There is no gender equality, and no one speaks about women's choices and right. I used to fear my husband like God and I do not have the courage to pursue my*

*life aspiration. The opportunity presented by this program helped me to contribute to my household income. As a member of a SACCO, first I received 1500 ETB from the cooperative society. The project trained me on how to spend money and how to also identify cost and benefit from any transaction. Using the money, I engaged in petty trading which turned out to be very profitable. I am still running my petty trading business and earning additional income. My husband who previously used to deny me to go to market and participate in trading activities believed in me now. I am now financially independent, and I do not ask money from my husband. The financial independence improved my relationship with my husband where he started to respect me and listens to me. Unlike previous times, I can equally decide on what we should do for our household.*

Reports from EEMCY-DASSC WE ACO show that certain activities were under accomplished due to various reasons. These activities include provision of credit in kinds (Sheep and goats) for poor women, provision of seed money for poor families, and intensive training and provision of startup capital for community animators. This could have negative impact on the attainment of some of the key target outcomes, such as increasing income and diversifying nutrition as well as ensuring food security at the household level.

Table 4 gives a detailed overview of the plan versus accomplishment of the project over the evaluation period.

Objective	Activities	Project Performance			Remarks
		Target	Accomplishment	%	
<b>Objective I:</b> Improved food and nutrition security and income of the community	Trainings and introduction of improved fruit trees and vegetables crops	440	416	95	Close to the plan
	Provision of improved vegetables seeds	4,488	5,476	122	Completed, exceeded the plan
	Introduction and production of improved fruit trees	9,900	9,280	94	Near to completion
	Provision of farm tools (water cane, fork, spade, etc.)	1,375	1,277	93	Near to completion
	Training on apiculture development	694	580	84	Near to completion
	Provision of modern beehives with accessories	621	879	142	Completed, exceeds the plan
	Training on access to marketing of vegetables crops and fruit trees, honey, etc.	416	128	31	Under accomplished
<b>Objective II:</b> Enhanced competence and improved saving and income of the community	Intensive training and establishing women on saving and credit, petty trade, vegetables production and irrigation development	650	938	144	Completed, exceeded the target
	Provision of credit in kinds (Sheep and goats) for poor women	880	396	45	Under accomplished
	Provision of seed money for poor families	450	180	40	Under accomplished
	Intensive training and provision of startup capital for community animators	33	12	36	Under accomplished
	English training for program staff (for minority groups/women)	6	3	50	Under accomplished
	Promotion of adult education by supporting salary for facilitator	11	4	36	Under accomplished
	Supporting students by material and financial at elementary school for the minority groups (75% female)	330	330	100	Completed as planned
	Financial support for minority groups at Colleges (50% female)	9	5	56	Under accomplished

	Production of educational materials in vernacular languages	12,720	8,964	70	Under accomplished
	Establishment of cultural clubs /youth clubs	11	11	100	Completed as planned
	Training/workshops/ visits	16	16	100	Completed as planned
	Awareness creation training on access to own and utilize natural resources for minority groups	312	196	63	Under accomplished
	Promotion of by laws on the preservation of existing forest (Bamboo, gum tree and others useful trees)	160	184	115	Completed, exceeded the target

**Table 3 Activity plan versus Accomplishment (2018-2019)**

As repeatedly discussed in the evaluation report, the issue of security was intense and even contributed to the development of plan 'B' that necessitated the reorganizing some activities that could be implemented under the scenario such as, school maintenance, provision of oxen, purchase of school furniture and books for Agelo and Yaso project sites where the security situation was severe. In general terms, the security situation affected the pace of implementation of project activities based on initial program planning. However, since the security situation is improving, project staff is confident to accomplish the planned program activities within the next year of program period by giving more attention to speed up the implementation of the program activities particularly in Yaso and Agelo implementations sites.

As can be seen in the above table, activities such as provision of intensive training and establishing women on saving and credit, petty trade, vegetables production and irrigation development; supporting students by material and financial at elementary school for the minority groups, establishment of cultural clubs /youth clubs, and organization of training/workshops/ visits for minority groups were accomplished as per the plan. But the overall assessment found that the progress towards objective 2 is happening at a slower pace compared to objective 1. During the field visit, key informants from program team were asked why the progress of objective two was relatively slow. The reason given for this was the security problem in the area.

In order to solve barriers children in the target kebeles face in accessing education, the Green LIP II program is implementing some activities such as supporting students by material and financial at elementary school for the minority groups. As a school Director at Ya'a beldegis kebele reported, the support given by the program has brought a number of positive changes at the school including increment of enrollment and sharp decline in school dropout particularly female students. Related to this, the program is tremendously contributing to reducing the illiteracy level in the program areas through expanding integrated adult education. The evaluating team observed that there were many women who participated in adult education and able to read and write. Some of the students from minority groups were also enjoying financial support in attending their college level education.

### *Management and coordination effectiveness*

Under this sup-topic, the evaluation team investigated the overall program management effectiveness and monitoring and evaluation standards and practice. The evaluation team also asked the frontline program team (extension workers) the extent to which senior management provided support to the overall program management. The consultant team learned that there was close and regular monitoring and technical support from program leaders at all levels. The support from the ACO and DASSC helped the GREEN LIP II team in revising the program activities and duration particularly when there is implementation challenge due to unrest in the western part of the country. The evaluators found out that the program management team paid

monitoring visits to program sites and to beneficiaries whenever necessary and the target beneficiaries appeared to be satisfied with technical support received from program workers.

Looking at the management structure of the program, a site facilitator coordinates all activities of the project and two extension workers were assigned to follow-up the daily activities of the program and provide technical support to target beneficiaries. The program sites teams are committed to the cause of the project and have put in utmost effort to provide a regular visit, guidance, and technical support to the targeted beneficiaries. However, it was observed that there was only one female extension worker at Agelo implementation site. This might have negative impact on the effectiveness of empowerment of the minority groups particularly women because it has some effect on the communication between extension workers and women beneficiaries.

One of the interesting features of this program management is that the program uses the local “animators” in supporting implementation of the program activities. These local animators work to link the program workers and the target communities. These local animators facilitated to start their own business and support other program beneficiaries. These approaches helped the program to be successful even during the security problems.

However, the evaluation team observed that there is a need to improve the monitoring and evaluation system of the program in a way that applies a result-based management approach (RBM). The current monitoring and evaluation practice focus more on reporting activities/outputs and pays very little attention to impact/outcomes and their inherent linkage to the baseline information.

### 4.3. Efficiency

Under this sub-topic the consultant team tried to examine the level of efficiency of this program by zooming into how economically resources/inputs (funds, expertise, time, etc.) are converted to results. Overall, the performance of the program was good. The program utilized 90% of the budget allocated in 2018. The audit report shows that in 2019, the program used only 71% of the allotted budget showing budget underutilizations and perhaps indicates that most of the activities have been carried out at a relatively slow pace.

S/No	Budget line Item	Budge in Birr	Total expenses in Birr	Budget utilization Rate (%)
<b>Objective I: Improved food and nutrition security and income of the community</b>				
1	Trainings and introduction of improved fruit trees and vegetables crops	248,000	237,116	95.6
2	Provision of improved vegetables seeds	1,429,960	1,002,393	70.1
3	Introduction and production of improved fruit trees	594,314	854,486	143.8
4	Provision of farm tools(water cane, fork, spade, etc.) 4 to 5 farmers	372,500	519,776	139.5
5	Training on apiculture development	352,586	329,235	93.4
6	Provision of modern beehives with accessories	1,801,276	2,834,209	157.3
7	Training on access to marketing of vegetables crops and fruit trees, honey, etc.	162,400	172,372	106.1
<b>Objective II: Enhanced competence and improved saving and income of the community</b>				
1	Intensive training and establishing women on saving and credit, petty trade, vegetables production and irrigation development	1,381,597	1,512,020	109.4
2	Provision of credit in kinds (Sheep and goats) for poor women	1,088,100	1,003,582	92.2
3	Provision of seed money for poor families	922,420	637,782	69.1
4	Intensive training and provision of startup capital for community animators	188,000	160,708	85.5
5	Awareness creation training on access to own and utilize natural resources for minority groups	176,800	139,422	78.9
6	Promotion of by laws on the preservation of existing forest ( Bamboo, gum tree and others useful trees) i.e. 21 copies of manuals will prepared	181,500	95,147	52.4
7	English training for program staff (for minority groups/women)	90,000	69,645	77.4
8	Promotion of adult education by supporting salary for facilitator /Promotion of adult education	424,100	292,400	68.9

9	Supporting students by material and financial at elementary school for the minority groups(75% female)	929,919	639,272	68.7
10	Financial support for minority groups at Colleges(50% female)	500,000	332,757	66.6
11	Production of educational materials in vernacular languages/Provisions of educational materials	945,500	872,582	92.3
12	Establishment of cultural clubs /youth clubs	208,161	153,175	73.6
<b>Total program costs</b>		<b>11,997,133</b>	<b>11,858,079</b>	<b>98.8</b>
<b>Total admin cost</b>		<b>5,815,050</b>	<b>5,628,327</b>	<b>96.8</b>

Table 4 Budget versus expenditure

As can be seen in the table, there is unacceptable underutilization in some budget line items. The major reasons for the budget underutilization were security problem which caused implementation delays. On the contrary, there was overspending in many program areas. The finance team of the project explained the reasons for the over expenditures as caused by high inflation rates and fluctuation of prices of goods and services and implementation of plan “B” activities like modern beehives, irrigation and school support.

In some cases, the results do not match with the expenditure. One such example is the money spent on training on access to marketing of vegetables crops and fruit trees, honey, etc. seems to be much higher compared to what has achieved which can be seen from effectiveness section above. However, during the evaluation it was learned that much has been spent to build bridge to connect the community to the weather roads because construction cost is relatively high.

Even though, it is difficult to provide definitive answers to the questions such as whether more can be achieved with the same input and whether there is an alternative approach to accomplishing the same objectives in efficient ways with limited baseline survey and tracking system, the evaluating team observed that there was efficient utilization of resources to achieve the results. Regarding spending less to achieve the same or more results, there are some examples where the project tried to save money. For example, the evaluation team learned that program leaders looked for alternatives to buy improved seeds of vegetables and fruits from local producers rather than going far for example Melkasa Agricultural Research Center like as it was before which significantly reduced the costs and helped them to reach more beneficiaries.

Regarding the efficient use of staff, program personnel and government staff from relevant departments have extensively and greatly contributed in achieving program objectives through implementation of a range of activities illustrated in the program annual plan and, keeping small number of the staff was a wise decision.

In general, the evaluation team has found the program developed a sense of achieving the same results with less resource as stated by program leaders. In connection with this, government



stakeholders witnessed that achievements/results we see on the ground are outweighs the budget of the program. The Mao Komo woreda vice administrator indicated that

*“As a woreda, we have about 38 million annual budgets, but we do not have results to see on the ground as Green LIP II which the total budget of the program is only 14 million. What has been reported is greater than what we see on the ground with target beneficiaries.”*

Overall, the consultation team found that the management of resources allocated to the program is done in a transparent way and according to acceptable administrative procedures. It was found that what benefits the program deliver to its beneficiaries (beneficiary lists and kinds of the support they received) is well documented and kept at all program sites and kebele administrations.

#### **4.4. Impact**

Impact entails the positive or negative, or intended or unintended long-term effect(s) produced by a program, directly or indirectly. In this case, the fact that the actual implementation of the program is only half-way through, the effects of the program on its wider environment cannot yet be fully assessed because the program’s intended outcomes have not yet been fully delivered. However, the field level data show that there are several visible benefits and changes, even beyond the program’s scope, and interventions designed to bring expected results are well on the right track and are expected to produce tangible results.

Activities related vegetable, promotion of improved seeds of vegetables (root and tubers crops) together with intensive trainings provided to target beneficiaries, have already showed positive signs in impacting food and nutrition security situations of households.

The FGDs participants reported that vegetables production through irrigation has improved their production and productivity as well as their income sources and level, and food and security. The increased income has been used to educate their children and change aspiration of the target beneficiaries to have better housing conditions.

In line with this, it was reported that farmlands under irrigation has increased as many farmers are motivated to adopt irrigation practice and the developed irrigation canal increased water availability as a result of increasing efficient utilization of water.



**Figure 3 Irrigation canal developed by the Program and Onion farm near the canal**

This shows that the impact of the program on the other people out of the target beneficiaries. The FGD participants indicated that they are using the water just like rainy season. In the irrigation both men and women actively participate in a gender balanced way. During the field visit, the evaluation team learned that both women and men equally participate in vegetable farming through irrigation which, in turn, shows the positive impacts of the program.

One of the interesting outcomes of this evaluation from impact perspective was that the development of the irrigation canal contributed to conflict resolution and peace building in the area. It was reported that before the canal improvement/development, the water was not sufficient for all users which always results in conflict. After the canal development, however, the water is sufficient for all users because the canal development enhanced the efficient utilization of water by reducing the wastage. As a result, the conflict between users completely resolved.

Women's credit and saving associations which were established by the program to participate in various activities, have got a legal status and started to earn benefits from their cooperatives indicating that they will continue working as a group even if the program phases out. During the

focused group discussions with women groups, the participants disclosed that their membership in SACCO helped them to know each other to discuss their progress, challenges as well as mechanisms of engaging in other business activities. A woman said:

*“Previously we did not know each other and there is no platform for social interaction. However, due to the program, we started to talk to each other, discuss our common problems and challenges and co-create solution to build a better future for ourselves and our community.”*

The support provided to the students in the target villages has played pivotal roles in changing local attitudes towards education. Students and teachers in the target kebeles are benefiting from conducive teaching and learning atmosphere that has been created by the program particularly in reducing school dropout rates. During the evaluation, it was understood that there is an encouraging trend in school performance, school attendance, and reading culture of students. This is an impressive outcome since it will have significant contribution in equipping students with the necessary skills and knowledge to break the vicious cycle of poverty.

In a similar fashion, the trainings have better capacitated them to identify locally suitable business activities with a potentially high economic return on investment. This could be considered one of the promising impacts of the program intervention. During the evaluation, it was discovered that as a result of SACCO, self-supporting attitude was developed among the members and tradition of seeking help from others have been removed from the minds of people which is one of significant impact of the program. It can be concluded in general that the program has started impacting through examples of good practices in all thematic intervention areas. As a result of their participation in program activities, enhanced capacity, and increased income, there has been increased social and economic status of some vulnerable women in program area who participated in the Green LIP II program activities.

Overall, the data generated during the evaluation process shows that the target population and local government stakeholders are satisfied with the goods and services provided by the program as well as the encouraging results achieved so far.

## 4.5. Sustainability

Sustainability is concerned with measuring prospectively the likelihood and the extent to which interventions or their benefits continue once external funding has been withdrawn. Considering that around two years of implementation period remain, the assessment focuses on elements that can influence sustainability. To this effect, this evaluation framework assessed evidence of sustainability under five perspectives: participation and community ownership, collaboration with stakeholders, technical viability, financial sustainability, and environmental sustainability. These aspects of sustainability were carefully examined to determine whether the program is sustainable or not.

The results of the evaluation show that the participants largely believe that the achieved results will last, and the program has, integrated sustainability aspects throughout the program cycle management process. The results of the assessment exercise to verify the level of community participation/contribution, socio cultural acceptance of the results, technical and financial viability of the intervention results and the assessment of institutional linkages were highlighted in the subsequent sections.

### 4.5.1. Participation and Community ownership

The sustainability of the results and onward progress essentially depends on the level of participation of local communities in various aspects of the program cycle management. Participation of the community in program essentially leads to capacity building which, in turn, enables the community to be more effective and efficient in the process of identifying, implementing, monitoring, and evaluating of the program interventions. Community involvement in program design, implementation and monitoring enables local people to determine their own values and priorities and act on their own decisions.

In line with this, during the evaluation, it was found that the participation of target communities in the planning, implementation and monitoring of the project was strong and good partnerships

have been established with the community members during the last two years of implementation period which considered to be benefiting sustainability. Evidence points that program activities have taken a full participation of the community into account. For instance, there was adequate involvement of local communities in the construction of canal and bridges. The program, from its design, made an attempt to secure free labor and contribution of local construction materials from the community. Moreover, the opinion and preference of diverse community groups (women, youth, girls, etc.) were taken into account when designing the program activities.

#### **4.5.2. Collaboration with stakeholders**

Similarly, data emerged during this evaluation reveal that collaboration with others particularly government stakeholders was identified as sustainability strategy factor. It was found that the program is closely working with the sectoral offices such as Administrative office, education office, cooperative promotion office, Agriculture and Rural Development office, and Finance and Economic Development office and the program involves these stakeholders in designing, implementation, and monitoring of the interventions.

At gross root level, there were commendable initiatives to engage kebele Administrators, school leaders, health extension workers and development agents in each and every stage of implementation of the program activities. One of these areas is targeting of beneficiaries. Kebele Officials played crucial roles in collecting background information, setting targeting criteria, and nominating beneficiaries under each activity. Overall, most of the program activities were implemented in collaboration with government sectors. More importantly, successful measures were taken in establishing, legalizing, and licensing women credit and saving cooperative associations and linking them to banking services. The functional linkages created between the associations and local government bodies and banking is promising mechanisms to ensure institutional sustainability although a well-designed capacity building support is imperative to maximize benefits.

One area for improvement would be more consideration about the need of capacity building for government stakeholders as sustainability strategies and the handover of supervision and

support to government partners. Moreover, it was found that little attention was paid for program staff capacity building which is one of the key aspects in program sustainability.

#### **4.5.3. Technical Viability**

During the field work the evaluation team has noted that all interventions executed by the project were in harmony with long standing community knowledge, skill and practices. A close look at the data collected for the evaluation suggests that local communities are quite familiar with the activities as well as the implementation modalities adopted by the program. Well designed and targeted capacity building trainings for target communities were instrumental in creating a common understanding about the project and building local capacities to manage and sustain the efforts.

The transfer of knowledge and skills to targeted beneficiaries and local communities is also one of the key sustainability issues. Through capacity building objective, the program has been extending knowledge and skills on various activities (vegetable production, marketing, saving etc.) to the target beneficiaries. Field level data show that due to the program interventions all targeted communities learned how to lead their life beyond living for daily bread. More than the materials given for the target beneficiaries, the capacity building efforts have shown great improvement in enhancing the capacity to utilize available opportunities.

Related to this, all interventions executed by the program were in harmony with the target community's culture, knowledge, skill and practices. In other words, the program interventions, highly respect the traditional knows how and to local communities which are crucial for sustainability of the Program. The program has privileged transference of improved and appropriate as well as locally adaptive technologies. It is also important to note that the program build the sense of ownership in all areas of interventions.

In general, as identified in the program documents, as one of key sustainability factors, the program does good job in designing interventions that fit with the culture and life style of the communities as well as capitalizing on existing indigenous knowledge and capacities.

#### **4.5.4. Financial Sustainability**

As clearly identified in the project document, the program has made good progress in strengthening and ensuring the use of the local animators and through using culturally acceptable approaches that respects and uses the local people and their knowledge. During the field visit, the evaluation team confirmed that the program has given emphasis on local contributions in terms of labor, materials and even financial contributions, which considerably increased the sense of community ownership. Besides, in some activities, for example in promotion of modern beehives, the program is using cost-recovery system to further reach the indirect beneficiary of the program and spread its efforts beyond the scope of the program.

The existing activities could be operated and managed by the community and the local stakeholders using local resources. Moreover, the program is developing local leadership of the cooperatives associations in many intervention areas. Overall, the project has shown good progress in building local capacities including cooperative associations to enable them to regulate the utilization and management of their respective activities, goods and services and expand as deemed necessary. In a nutshell, there is a lot of work to do to ensure that activities are expanded, adopted, and replicated using resources from the local community. The only challenge is that local communities are used to a free handout support for some time now and seem to have developed dependency syndrome. In the light of this, mobilizing local resources could be important strategy for sustainability.

#### **4.5.5. Environmental Sustainability**

In terms of environmental sustainability, the Green LIP II has been highly involved in a natural resource management as an integral part of program interventions. In addition to project interventions that mainly focus on natural resource conservation and management interventions that essentially emphasize on awareness creation on the value and use natural resources particularly forest management, other activities of the program such as promotion of modern beehives were found to be environmental friendly.

#### 4.6. Degrees and levels Empowerment

One of the main objectives of this evaluation is to assess the effect of the program intervention on the level and degrees of empowerment on the target communities. This evaluation begins from the understanding that empowerment is about the process by which those who have been denied the ability to make strategic life choices acquire such an ability. Empowering people is an important factor when addressing issues of poverty and in creating better lives for all.

The team understood that the target community identified for various project interventions was less privileged community groups socially, economically, and culturally. Hence, assessing the extent to which the program contributed to the empowerment of these communities was one of the principal objectives of this program evaluation.

In evaluating the degrees and level of empowerment achieved by the program interventions, the evaluators used the empowerment assessment tools proposed by Digni. The tool focuses on three dimensions of empowerment such as resources, agency, and achievement. In the subsequent section, the evaluation team presented findings of its assessment of how the program contributed to the three dimensions of empowerment. The assessment of degrees of empowerment was carried out in a consultative and participatory manner, with a triangulation and complementarity of methods and approach, entailing a combination of comprehensive desk reviews, interviews, observations, focus groups, and site visits.

Resources are the heart of any program intervention that gears towards empowering the disadvantaged community groups. Resources give people the ability to choose from, if resources are not available, no alternative life choices can be made. According to the respondents, the Green LIP II program has provided them several tangible and intangible resources. These include improved vegetables seeds, farm tools, credit services, modern beehives, irrigation canal/facilities and pumps, goats and oxen, financial supports, as well as training and capacity building sessions for different beneficiary groups. Similarly, beneficiaries were organized into groups which can be considered as social resources. Community discussion forums were also facilitated on which



disadvantaged people and minorities could exercise raising their voice and also allows them for social networking.

The availability of the resources being an initial move towards empowerment, the ability and intention used in deciding to use the available resources determines the agency of the individual. As such, agency of people was assessed in terms of their confidence, self-valuing /self-esteem, decision making power and participation in the community settings. In fact, agency cannot be wholly captured through quantitative or qualitative means. However, the team conducted deep interviews delving deep into household and societal assessments of agency to capture how agency of disadvantaged people has been changed as a result of interventions.

Coming to the program intervention impact on empowerment of target beneficiaries, there are many indications of improved peoples' empowerment which was witnessed by focused group discussion and key informant interviews. In particular, according to the data obtained from field level, if full empowerment is hard to be achieved, the extent of empowerment is showing progressive improvements as a result. Women who previously have never been shown up in areas where men gathered up could now equally participate in every part of the program proceedings.

As it can be understood from the program proposal and logical framework, the program can be categorized into six thematic areas: economic empowerment, strengthening civil society (community based organizations), education, cultural development, environment, and gender equality (Table 5).

		Degree and Level of Empowerment					
Thematic Areas of Results		Level 1: Output	Level 2: Output	Level 3: outcome	Level 4: Outcome	Level 5: Impact Community/Society/structural	
		Individual/community	Individual/community	Individual/community	Community and/Society		
	Economic empowerment (food & nutrition security)				X		
	Strengthening Civil society (community-based organizations like SACCO)				X		
	Education				X		
	Cultural development		X				
	Gender Equality				X		
	Environment stewardship				X		
Total Assessment of the program				X			

Table 5 Empowerment Assessment Table

As shown in the (Table 5), despite variations in the level of empowerment achieved across different implementation sites, all thematic areas fall into ‘level 3 empowerment scales’ except thematic area of culture development which fall into level 2. Based on the data obtained during the evaluation, brief justifications of the empowerment assessment were provided in the subsequent section of the report.

***Economic empowerment (food & nutrition security)***

As reviewed program documents reveal and confirmed by key informants and FGDs the Green LIP II program has improved access to resources such improved vegetables seeds, farm tools, credit services, modern beehives, irrigation canal/facilities and pumps, goats and oxen, financial supports, as well as training and capacity building sessions for different beneficiary groups. The target communities were also contributing resources in the form of labor, lands, and money. As a result, minority or disadvantaged group of people including women started to use resources available to them and generate more income as a result of their increased access to resources and expanding linkages.

### *Strengthening community-based organizations*

In all interventions areas, community based organizations particularly women's saving credit groups (SACCO) were formed and received series of intensive capacity building trainings. They have also received legal entities from concerned bodies in collaboration with woreda cooperative promotion offices. The members of women are saving, and credit groups started to borrow loans from their SACCO and participate in petty trade have expanded their business even beyond their local market. Not only the income, more importantly they have been now a part in the decision-making process inside home and in the community.

### *Education*

In improving access to education in the target communities, the Green LIP II program is implementing some activities by providing material and financial support for elementary school students coming from the minority groups. This increased sense of self-worth/confidence among the beneficiary students which ultimately increased enrollment rate and significantly reduced the dropout rate.

### *Gender Equality*

During the evaluation, the evaluation team learned that the capacity of vulnerable women who were limited within the household chores has also increased in the area of household and community decision-making (**see section 4.2**).

## **5. Conclusions and Recommendations**

### **5.1. Conclusions**

The evaluation assessed the program performance against the OECD/DAC criteria: relevance, effectiveness, efficiency, impact and sustainability. On top of this, the empowerment tool was used to assess women's agency.

Despite variations in different implementation sites, the project activities have been executed well according to the program plan. All the key activities have taken place at the selected project areas at different outcomes depending on the security issues and activities implemented. While it is too early to assess the performance of the program at the impact level, evidence from the reports and from verification visits confirms that programs are already delivering results effectively despite difficulties on the ground particularly related to security problems in the implementation area.

This success has been facilitated by a combination of effective management processes and the use of the local “animators” who link the community with program implementers. The alignment of program interventions and the needs and priorities of the target communities as well as the community engagement were found to be the drivers of success of the program implementations.

From a **relevance** perspective, the program seems to be directly aligned to EEMCY-DASSC strategies as well as macro and micro level government development strategies. More importantly, the field level data confirmed that the program activities were responsive to beneficiary needs and the broader elements of gender mainstreaming. The weaker program design suggests the need to reformulate the project’s intervention logic in a way that outlines clear objectives and indicators.

As far as effectiveness is concerned, the program bears evidence that it has been so far effective. Despite the delays and the project has been able to deliver most of its planned activities. Some of them have started delivering parts of the expected outcome. There have been successes on several technical fronts. These positive progresses have been derived from the commitments of project staff and well-established relationships with most stakeholders, the target communities and the government sectoral offices.

In terms of what has been achieved in the degrees and levels of empowerment, the program has generated some impressive results including increased access to both tangible and intangible resources. It was discovered that disadvantaged people started to believe in their own internal capacity by using available resources to transform their livelihood conditions. They started into extra income generating activities and increased their income. Vulnerable women were also

started to participate in SACCO and feeling empowered. It was observed that there was greater level of engagement in household and community decision making after their participation in the program.

Because the project addresses real need of the beneficiaries, there is high probability that its benefits will sustain long after the program ends. The project has also already started impacting beyond its original scope and will leave behind several replicable lessons.

In conclusion, the project, despite some limitations in proposal design, is expected to be successful if some adjustments are quickly made and more time is granted for their implementations especially where the program implementation is lagging behind the plan.

## 5.2. Recommendations

Based on the evidence and the corresponding analysis, the evaluation team has formulated the following recommendations.

- 👉 The program logic is loose and the formulation of objectives, outcome indicators and outputs were not done in careful and thorough manner. This resulted in lack of clarity on the objective and outcomes of the program as well as difficulty in tracking performances. Green LIP II, WE-ACO and the NMS need to update the program's logical frameworks to reduce logic gaps so that progress can be measured within the time frame of the program. The program needs to be more specific about what it is bound to deliver and when. The fact that the program intervention areas are conflict prone area means that the program should be flexible enough to include activities related to peaceful co-existence of the communities.
- 👉 The training content and methodology for the empowerment of disadvantaged groups including women should be redefined in a way that reflects the local contexts. In this regard, special emphasis should be given to business planning for SACCO members.

- ☞ In order to improve access to local, regional and international markets, the program needs to work across all value chain actors, especially by effectively linking producer farmers with traders and exploring market possibilities for local communities.
- ☞ A sustainable supply of agricultural inputs such as seeds and farming technologies is crucial to reduce reliance on external sources as well as mitigate the impacts of price fluctuations. GREEN LIP should explore ways of establishing a local seed supply system in the intervention areas by training farmers on how to produce seeds.
- ☞ We found that the implementation of some activities is lagging due to peace and security problems that have occurred in the area over the course of the program period. Therefore, to effectively utilize the funds and achieve the program objectives, we recommend the preparation of an acceleration plan by the program. If the peace and security situation remain the same, then the donor must start considering a no-cost or cost extension for the project.
- ☞ Improving monitoring and evaluation system, particularly establishing a result-based monitoring and evaluation approach, is crucial to document the progress of the project as well as key learning from the program. In this regard, we strongly encourage the ACO to lead and guide and MEL process of the project and provide timely support to the project team on key topical issues.
- ☞ To ensure sustainability and scalability of program results, GREEN LIP should continue its collaboration with government systems such as development agents and health extension workers. It should also pay attention to building the capacity of these structures and systems on issues related to the core focuses of the program.
- ☞ Staff capacity building has received little attention during the life span of the project. To address this, we recommend that staff should receive capacity building support in the areas of result-based monitoring and evaluation, empowerment, conflict resolution, financial / budget planning.
- ☞ Gender equality is crucial to ensure diversity, inclusion, and equity within the organization. We recommend that women professionals should be included in the

program team. We are of the opinion that it would be difficult to find competent women professionals in the region, but the project management can collaborate with government departments to bring women on board on a top-up basis and integrating gender in its programing.

- 👉 The program areas are prone to conflicts and instabilities. As a result, the lives and livelihoods of the project beneficiaries have been impacted and some local community members have been displaced from their residential areas. To this end, we strongly suggest the development of a future project phase around conflict resolution and peaceful co-existence, social justice, poverty eradication and so on.

## 6. Lessons Learned

Green LIP II program essentially provides an example of an empowerment programs working in the areas of development. The following lessons have been drawn from the project.

- 👉 A program/project designed with due consideration to the needs of the communities will easily achieve the intended objectives as found in the program intervention areas.
- 👉 The use of “local animators” has a potential implication on the sustainability of the program through building sense of program ownership by the target beneficiaries.
- 👉 Vulnerable women can become change agent with demonstrated success. As it was observed during the evaluation exercise, disadvantaged women are now enjoying higher respect in the family as well as the local community.
- 👉 Focusing on capacity building initiatives rather than just supplying program goods and services is more likely to produce the intended results.
- 👉 Working through government not only helps build the capacity of the government but also increases the ownership to the project provided capacity building goes hand in hand using innovative approaches.
- 👉 Set clear, timely objectives and indicators for the project so that success can easily be measured.

- 🔗 Look at how to develop capacity of staff in project management, financial management and administration,
- 🔗 Important to focus on a few objectives and do them very well, rather than trying to take on too much
- 🔗 Adaptive management and learning are crucial approaches when implementing a project in fragile environments.



## 7. Appendixes

### 7.1. TOR of the evaluation

***TERMS OF REFERENCE FOR MID-TERM EVALUATION OF THE ETHIOPIAN  
EVANGELICAL CHURCH MEKANA YESUS DEVELOPMENT AND SOCIAL  
SERVICES COMMISSION (EECMY DASSC) WEST ETHIOPIA AREA COORDINATION  
OFFICE (WE ACO) GREEN LIVELIHOOD PROGRAM II (GREEN LIP II)***

**Project Number NORAD (GLO): QZA-12/0763-208, Digni/BN No: 10647**

**Project period: January 2018 - December 2021**

**Projected holder: Ethiopian Evangelical Church Mekane Yesus Development and Social Services Commission (EECMY DASSC).**

#### **Introduction**

The Ethiopian Evangelical Church Mekane Yesus started Development and Social Services as an integral part of the Church's holistic ministry from the time of her very inception. The EECMY-DASSC is a church development agency, working as a national non-governmental and not-for-profit organization engaged in social and development interventions. It was legally registered as a Commission in the year 2000 and reregistered as Ethiopian Resident Charity in 2009. Its Head Office (HO) is located in Addis Ababa, and currently has 26 Branch Offices (BOs) found in different parts of the Country. These branch offices are clustered into four Area Coordination Offices (ACOs) located in Addis Ababa, Gimbi, Hawasa, and Jimma. The major of the EECMY DASSC program pillars are Livelihood Development, Health, and Education and Child Development. Moreover, Gender, Disaster Risk Reduction (DRR) and Climate Change and Environment (CCE) are considered as crosscutting themes.

The Green Livelihood Program Two (Green LIP II) is one of the EECMY DASSC program coordinated under EECMY-DASSC Western Cluster Area Coordination Office (ACO) which is located in Gimbi and designed to be undertaken for four years (from 2018-2021); taking into

account the program priorities of EECMY-DASSC, as outlined in the strategic plan 2018-2021, the strategic direction of the funding partner and the need of the community. It has been funding by the Norwegian Mission Societies (NMS); and it is being implemented in three districts located in Benishangul Gumuz Regional State (Agalo, Mao Komo and Yaso). The districts are found in the services area of Begi-Gidami Synod (Mao Komo) and Western Synod branch offices (Agalo and Yaso) of EECMY-DASSC. The total number of direct beneficiaries is 16, 257 people of which 8,045 are male and 8,212 are female and indirect beneficiaries are 40,000 people of whom 19,800 are male and 20,200 are female.

The funding partner has a special assessment tool designed by back donor Digni, an umbrella for Norwegian government funded projects so called empowerment assessment tool for all projects funded through the organization for the betterments of the poor peoples' livelihood in the developing countries from different perspectives as per the development strategic plan of the respective countries they have providing support. Therefore, it is a mandatory tool that the evaluator should follow for this Green Lip II midterm evaluation. The whole Digni empowerment assessment tool is annexed to this TOR for reference. Based on this tool the evaluator will focus on the empowerment of the poor/disadvantaged people/ minority groups from the output to the impact levels of the program results they have achieved in the intended time frame as per the objectives designed in the program document.

### **Goal and Objectives of the Program**

The overall goal of the program is improved food and nutrition security, and empowered minority groups, and dis advantaged people in the program areas with regard to minority/ disadvantaged groups based on the motivation and purpose by which beneficiaries involved in the program activities in order to be empowered and capacitated by themselves in the program area.

The specific objectives of the Project include:

- 2.1. Improved food and nutrition security and income of the community with respect to an individual/groups based on self-confidence and sense of ownership.

2.2. Enhanced competence and improved saving and income of the community on the basis of developing own life choices through accessing and controlling their resources.

The main Programmatic activities (Components) Green LIP II

4.1. Food and Nutrition Security and

4.2. Capacity Building and Promotions of Community-Based Organizations

Indicators of the Program

An average annual income of households (ETB)

# of households reporting increased yield from agricultural and livestock production

# of poor households having alternative income sources

# of people engaged in new small businesses/ enterprises

# of poor households utilizing agricultural inputs

Description of how loan and saving groups member experience a positive impact on their livelihood

# of loan and saving groups members and

# of functional groups

The literacy rate among adults in the target communities

# of volunteers mobilized to serve the local community

Outputs

People trained in the production of fruits, vegetables and small ruminants

Small ruminants reared by poor households.

Vegetables (improved and local) and fruits produced.

People trained in apiculture and produce quality honey.

People trained on access to marketing on vegetables, fruit crops and honey, etc.

People intensively trained on saving and credit, petty trade, small scale irrigation practices

Women SACCOs established and become functional

People trained on access to own and utilize natural resources

By-laws established for the preservation of natural resources

The staff of minority groups trained in English.

Educational materials produced in vernacular languages.

## **Objectives of the evaluation**

The main objective of the mid-term evaluation is to assess the continued relevance of an intervention and the progress made towards achieving its planned objectives based on personal self-confidence, sense of ownership and capacity to determine/control the resources and results archived by individuals, groups, community-based organizations (SACCO) through program activities in the intervention areas.

## **Scope of the Work**

Review the progress of the project in light of its goal, objectives, indicators and the activity plan of the program in terms of strengthening the program target groups in owning development process and the archived results towards the individual's self-esteem and groups decision making ability to choose and act on the social issues in their context .

Examine if the program activities whether they are leading to achieve the goal and objectives of the program in an effective and efficient way

Identify whether the program sufficiently uses the existing opportunities for cooperation within and beyond the program to create synergy:

To see whether changes in program objectives, strategy, and components are needed or not and also to observe if there are organizational learning conditions.

The evaluation should assess the following aspects of the program:

Evaluation questions based on the following evaluation Criteria

### 8.1. Relevance

a) Do we do the right thing? To what extent our objectives, planned activities and planned outputs are consistent with the intended outcome and impact? Are there differences between the time when the project was designed and today? Do the target groups learn to adapt to new situations? Has the target groups' income increased? Has the target community's food security improved? Has the prevalence of waterborne disease reduced due to protected springs? Has their housing condition improved? Has their health status improved? Do the project activities help the community to improve their lives?

b) To what extent are the objectives of the program still valid?

### 8.2. Effectiveness

- a. To what extent the objectives are (likely to be) achieved?
- b. To what extent the selected target groups were reached?
- c. What were the major factors influencing the achievement or non-achievement of the objectives?

#### 8.3. Efficiency

- a) Were activities cost-efficient?
- b) Was the program implemented most efficiently way compared to alternatives?

#### 8.4. Impact

- a. What has happened as a result of the program? (Intended and unintended impacts, equal opportunities for women and men, improvement of social and economic infrastructure, food security, poverty reduction, environmental rehabilitation, gender, HIV/AIDS as cross-cutting issues).
- b. What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)
- c. How many people have been affected?
- d. What are the contributions of the Program that can be cited as learning for the EECMY-DASSC, the partner and the community and towards the empowerment of the program target group?
- e. What is the added value of the partner as a fact of the achievements of the program.

#### 8.5. Sustainability

- a) To what extent the positive impacts or changes of the program (are likely to) continue?
- b) Which measures are implemented in order to support sustainability?
- c) To what extent do the benefits of a program persist after donor funding ceased?
- d) What were the major factors which influenced the achievement or no achievement of sustainability of the program?

Evaluation design and methodology

The evaluation methodology will be:

Involving relevant stakeholders

Referring primary and secondary information from the program documents and other sources

Holding a discussion with program, ACO, HO staff and government line departments

Discussing with beneficiaries, and visits of the program sites

Composition of the midterm evaluation team

We suggest that the Midterm evaluation team consists of multidisciplinary subjects. The preferred qualifications of the team members are as follows:

One specialist on environment/ food security (Team leader), with a minimum of five years' experience in consultancy of related fields. One specialist on gender-sensitive development work and minorities. It advantageous if the team leader will be female; unless it is mandatory to include female expertise in the team.

The program and EECMY-DASSC staff act as resource persons for the evaluation team.

Methodology

Method	Informants		# of people	Place
Document review	Program documents, activity plans, strategies and financial reports			
Group discussions	Representatives of the communities in the villages	Key informants from the kebele administration	2-3 people	Selected kebeles
		Members of target groups, especially women, minorities and poor farmers	5-6 people per group	Selected kebeles
Meetings/ discussions	EECMY-DASSC/ Western Cluster Area Coordination Office and Program staff	Area coordination office	3 people	Gimbi
		Program office	2 people	Selected sites
Meetings/ discussions	EECMY-DASSC/ branch offices and site workers	Site workers (managers,	3-4 people	Gimbi

		accountants and extension workers)		
		EECMY-DASSC Branch Office	1-2 persons	Selected synods
Meetings/discussions	Local governmental (woreda, zonal and regional) line offices		3-5 people	Selected woredas and zones
Physical observations				Selected kebeles

Responsibility of the team leader/Consultant

Prepare a clear methodological framework and action plan (as part of the offer), a detailed checklist and adequate structured or semi-structured questionnaires for the evaluation work, Coordinate the evaluation, Prepare a final report of the evaluation both in 2 hard and 1 softcopy to EECMY-DASSC and NMS

Responsibility of EECMY-DASSC WE ACO Green LIP II

To facilitate transportation for the consultant/team at the program sites; area coordination office and head office.

To avail all the necessary project documents needed by the consultant

To cover the consultancy fee and transportation facilities as per the contractual agreement.

Tentative schedule

Document review, developing necessary and relevant evaluation tools, travel to field, field visit, discussion with target and key informant interviews feedback of the preliminary findings at project level and planning framework for way forward (debriefing), report writing, draft report sharing among the team, Debriefing for EECMY DASSC ( HO & ACO) and NMS as well as

Submission of final report. The intended midterm evaluation will take about 21 days starting from 8/04/2020.

Program Sites where the evaluation will be conducted

Agalo Implementation Site

Mao Komo Implementation Site and

Yaso implementation site

Yaso and Agalo implementation sites are found in Kamashi Zone and Agalo is the continuation of phase one but Yaso is the newly designed implementation site for Green Lip II. Mao Komo was also started in the first of the program.

Deliverables

Following the completion of the midterm evaluation, an evaluation report (document) is expected which describes all the processes and findings of the task with workable recommendations. The report should comprise both qualitative and quantitative explanations of the findings with appropriate conclusions and recommendations. The evaluation report should be submitted in a report format that ensures the quality of the report.

The final report shall be reviewed by the PO, ACO, HO and NMS the feedbacks will be incorporated in the final report as found necessary. Hence, this section includes the following process.

- a. Evaluation will start on April 8, 2020
- b. Debriefing after field visit observation at PO /ACO will be at April 15, 2020.
- c. Debriefing first draft report of the evaluation at head office will be at April 22, 2020 after five days field works
- d. Final report of the evaluation will be submitted on April 28 ,2020.

The ultimate report that incorporates the given comments, reflection, corrections and supplementary ideas based on the first draft report and debriefing will be submitted to PO/ACO in five days both in soft and hard copies after debriefing the first draft evaluation report at head office.



## 7.2. Evaluation Questions based on OECD-DAC Criteria

Purpose/criteria of evaluation	Questions to be Asked	Types Respondents
<b>General Status of the project</b>	<ol style="list-style-type: none"> <li>1. What is your role in the <i>GREEN LIP II</i> project implementation? How long have you been engaged in that role?</li> <li>2. Can you please tell us what you know about the <i>GREEN LIP II project</i>?               <ul style="list-style-type: none"> <li>• What is the purpose of the program?</li> <li>• What are the main components of the program?</li> </ul> </li> <li>3. When did the implementation of the <i>GREEN LIP II</i> project start in the woreda/kebele?</li> <li>4. Have there been any delays with program delivery? If so, why?</li> <li>5. What progress has been made up to now (list number of trainings, persons trained, maps, analytical reports, workshops, budget and spending data)?</li> <li>6. Please provide your observations if sufficient progress has been made to the actual use of the outputs? (Increased empowerment, and increased food security etc.) Please explain.</li> </ol>	Project Workers
<b>Relevance:</b>	<ol style="list-style-type: none"> <li>1. Is the project doing the right thing to address the identified problem and bring about a lasting positive change in the lives of the communities?</li> <li>2. To what extent to which the objectives of the project are consistent with beneficiaries', especially women and minorities, needs and priorities?</li> <li>3. Was a need analysis carried out at the beginning of the project reflecting the various needs of different stakeholders?</li> <li>4. Have new, more relevant needs emerged that the project should address?</li> <li>5. How does the project align with and support national development policies and plans?</li> <li>6. To what extent our objectives, planned activities and planned outputs are consistent with the intended outcome and impact?</li> <li>7. To what extents are the project activities are still relevant in delivering the results and objectives of the project?</li> <li>8. How does the project align with and support EEMCY-DASSC strategies?</li> <li>9. How well does the project complement and fit with other EEMCY-DASSCWE ACO projects/programmes in the region?</li> </ol>	Government stakeholders and project beneficiaries
<b>Effectiveness:</b>	<ol style="list-style-type: none"> <li>1. Is the project making sufficient progress towards its planned objectives?</li> <li>2. Will the project be likely to achieve its planned objectives upon completion?</li> <li>3. Has the project approach produced demonstrated successes?</li> <li>4. To what extent have the projects' planned activities delivered?</li> </ol>	Project Workers

	<ol style="list-style-type: none"> <li>5. Have the planned benefits delivered and received, as perceived by all key stakeholders (including women and men and specific vulnerable groups)?</li> <li>6. Have the quantity and quality of the outputs produced so far been satisfactory?</li> <li>7. Do the benefits accrue equally to men and women?</li> <li>8. Are there any areas where progress towards objectives was slower, and why?</li> <li>9. To what extent the selected target groups were reached?</li> <li>10. What were the major factors (internal and external) influencing the achievement or non-achievement of the objectives?</li> <li>11. How is the satisfaction of the beneficiaries and local government stakeholders in terms of timely availability and quality of project inputs (materials, finance, and human resources); quality of results (respect for standards)?</li> <li>12. How is the satisfaction of the beneficiaries and local government stakeholders in terms of timely availability and quality of project inputs (materials, finance, and human resources); quality of results (respect for standards)?</li> <li>13. Are the services, capacities created and potentials used appropriately?</li> <li>14. What are the future intervention strategies and issues?</li> </ol>	
<p><b>Efficiency</b></p>	<ol style="list-style-type: none"> <li>1. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</li> <li>2. Have resources been used efficiently or do the results achieved justify the costs?</li> <li>3. Have activities supporting the strategy been cost-effective?</li> <li>4. Was the program implemented most efficiently way compared to alternatives?</li> <li>5. Have project funds and activities been delivered in a timely manner?</li> <li>6. What measures were taken to ensure cost-effectiveness in procurement and implementation?</li> <li>7. What measures were taken to ensure effective financial implementation, monitoring and reporting of budget versus expenditure?</li> <li>8. Are the deployed human and financial resources sufficient in light of the achievement of the intended objectives, results and effects?</li> <li>9. Was financial management capacity of partners adequate for accurate budgeting, forecasting and reporting of the project?</li> <li>10. To what extent the management decision-making and relationships structures of the project support the successful implementation of the project?</li> </ol>	<p>Project Workers</p>

	<p>11. To what extent the project contributed to sustainable capacity building and knowledge transfer for the targeted communities/beneficiaries?</p> <p>12. Where project objectives achieved on time?</p> <p>What are the strengths, weakness, opportunities and threats of the project implementation process?</p>	
<p><b>Project Impact</b></p>	<ol style="list-style-type: none"> <li>1. What are intended and unintended impacts, project interventions (equal opportunities for women and men, improvement of social and economic infrastructure, food security, poverty reduction, environmental rehabilitation, gender, HIV/AIDS as cross-cutting issues)?</li> <li>2. Have positive effects been integrated into the project strategy? What are they?</li> <li>3. Has the project strategy been adjusted to minimize negative effects?</li> <li>4. Is the project strategy and project management steering towards impact?</li> <li>5. What are the realistic long-term effects of the project on the poverty level and the decent work condition of the people?</li> <li>6. What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)</li> <li>7. Has the target groups' income increased?</li> <li>8. Has the target community's food security improved?</li> <li>9. Has their housing condition improved?</li> <li>10. Has their health status improved?</li> <li>11. How many people have been affected? Planned target group vis à vis really addressed?</li> <li>12. What was the likely impact of the Project beyond the direct beneficiaries?</li> <li>13. Do the project activities help the community to improve their lives?</li> <li>14. What are the contributions of the Project that can be cited as learning for the EECMY-DASSC-WE ACO, the partner and the community and towards the empowerment of the program target group?</li> <li>15. What is the added value of the partner as a fact of the achievements of the program?</li> <li>16. What gender specific issues have been observed and addressed?</li> </ol>	<p>Project beneficiaries, Government Stakeholders and project workers</p>
<p><b>Sustainability</b></p>	<ol style="list-style-type: none"> <li>1. To what extent the positive impacts or changes of the program (are likely to) continue?</li> <li>2. How well have the project contributed to develop/or strengthen the institutional and management capacity of the targeted groups?</li> <li>3. Do the project considering the environmental sustainability?</li> <li>4. What are the major factors which might affect the sustainability of the projects?</li> </ol>	<p>Project beneficiaries, Government Stakeholders and project workers</p>

	<ol style="list-style-type: none"> <li>5. Has the project successfully built or strengthened an enabling environment (laws, policies, people’s attitudes, etc.)?</li> <li>6. To what extent self-supporting attitudes have been developed due to project interventions?</li> <li>7. To what extent did the projects strengthen local ownership and leadership?</li> <li>8. Which measures are implemented in order to support sustainability?</li> <li>9. To what extent do the benefits of a program persist after donor funding ceased?</li> <li>10. What were the major factors which influenced the achievement or no achievement of sustainability of the program?</li> <li>11. Can the project approach or results be replicated or scaled up by national partners or other actors?</li> <li>12. What are the major lessons and recommendations for future direction?</li> </ol>	
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### 7.3. Guiding Questions for Empowerment assessment

Purpose of assessment	Guiding questions	Types of respondents
<b>Empowerment Assessment</b>	<p><i>General questions</i></p> <ol style="list-style-type: none"> <li>1. How do you understand the concept of empowerment as project worker?</li> <li>2. What has been done to empower the targeted community through the intervention of the project? (Probe: resources, agency and achievement)</li> <li>3. How do you evaluate the impact of the project intervention on the degrees and levels of empowerment on the project beneficiaries? (probe on: resources, agency and achievement)</li> </ol>	Project workers, Government Stakeholders
	<p><i>Resource:</i></p> <ol style="list-style-type: none"> <li>1. What are the tangible and intangible material resources that the target groups obtained from the project? Who obtained these resources and how were they selected?</li> <li>2. To what extent the disadvantaged people are accessing agricultural inputs by the project?</li> <li>3. What are the agricultural inputs the target group are obtaining from the project? Who obtained these resources and how were they selected?</li> <li>4. What are the human resources that the target groups obtained from the project? Who obtained these resources and how were they selected?</li> </ol>	Target beneficiaries Project workers, and Government Stakeholders,

	<ol style="list-style-type: none"> <li>5. To what extent the project provides trainings for target beneficiaries? Who obtained these training and how were they selected?</li> <li>6. What are educational materials that the target group obtained from the project? Who obtained these resources and how were they selected?</li> <li>7. How has the project made social resource available to its target beneficiaries? Who is benefiting from these resources and how were they selected?</li> <li>8. Do target beneficiaries involve in saving and credit associations (SACCOs)?</li> <li>9. To what extent the project improved the target groups' access to market? Which ones of them were addressed? What did the project do to address them?</li> <li>10. What is the level of women's participation in adult literacy programs compared to male counterparts?</li> <li>11. How do you explain the gender relations/roles in the community before this project?</li> <li>12. Are there rules, norms and beliefs that shape people's access to resources? Which ones of them were addressed? What did the project do to address them?</li> <li>13. Which ones of the norms were not addressed? Why? <i>Agency:</i></li> <li>14. What has been changed in people's sense of self-worth/confidence/ worth due to project interventions? What are some of the key factors that led to the changes in self-confidence?</li> <li>15. What has been changed in gender roles (reproductive Vs productive roles)?</li> <li>16. How many of SACCOs are functional in supporting disadvantaged people?</li> <li>17. Do women equally participate in public meetings and social organizations like IKub and Idir? At what level is their participation , at attendance, some positions</li> <li>18. Are there influential women who can exceptionally raise their voices compared to others?</li> <li>19. Who has a control over household income?</li> <li>20. Can marginalized groups or women make decision over their lives and their livelihoods? If yes, how was this achieved? If not, what are the challenges marginalized groups are facing in make decision over their lives?</li> <li>21. How are decisions being made at the household level? How makes decision over finances? Who makes decision over land? Who makes decision over reproductive health choices?</li> <li>22. The power with: how do SACCOs and other institutions support individuals in their attempt to be self-confident and decision makers?</li> </ol>	
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#### 7.4. Empowerment Assessment Table

	Degree and Level of Empowerment					
	Level 1: Output  Individual/c ommunity	Level 2: Output  Individu al/comm unity	Level 3: outcome  Individual/c ommunity	Level 4: Outcome  Community and/Society	Level 5: Impact  Community/Society/st ructural	
Thematic Areas of Results	Food and nutrition security					
	Enhanced competence and improved saving and income of the community.					
	Education					
	Cultural development					
	Gender Equality					
	Environment					

#### 7.5. Lists of documents reviewed

S/No	Documents	Remarks
1	<b>Documents</b>	
2	Approved project proposal	
3	M&E protocols	
4	Baseline survey report (if available)	
5	Project Logical framework (Loge frames)	
6	Project activity plans	
7	Progress reports	
8	Evaluation and other relevant documents	
9	Audit Reports/financial expenditure reports	
	Supervision tools	

## 7.6. List of Evaluation Participants

### 7.6.1. Lists of project staff Key informants, kick off meeting)

S/No	Name	Responsibility	Project site	Phone no.
Key informants				
1	SenbetaGemechu	W BO director	West Synod BO	0919514110
2	Yohannes Gameda	Development facilitator	Yaso woreda	0914446800
3	MegersaLikasa	Western BO Finance	Western BO	0920460896
4	Merga Mamo	Site Acct	Yaso Woreda	0917178187
5	Ayana Mekonen	Ex worker	Yaso Woreda	
6	GemechisGudina	M & E	WE ACO	0917421140
7	Benti Bula	WE ACO director	"	0935 07 1873
9	Kenasa Michael	Project facilitator	"	0917421140
10	Admasu Mekonen	Finance	"	0912033189
11	Tadesse Terefa	Director	Begi BO	0900366360
12	Zakir Tofik	Site manager	Tongo Project site	
14	Jalal Berhanu	Extension worker	"	
15	YadasaHunduma	Site ACct	"	

### 7.6.2. Lists of government stakeholders Key informants

S/No	Name	Responsibility	Project site	Phone no.
1	NuadinZekarias	Mao komo Woreda Deputy director	Mao Komo	0917420774
2	Ya'ikobMustefa	Education office director	Mao Komo	0917229794
3	Mohamed Abdi	Agri office director	"	0945305292
4	WaktolaHamsalu	Cooperative office	"	0920405801
5	Mohamed Kerim	Finance director	"	0908219859
6	HalajMustefa	Admin office	"	
7	EjiguGeleta	Kebele Admin	Yaso	
9	Samuel Degu	Development agent	Yaso	
10	AdemuEjeta	Animal science expert	"	
11	Kebede Gerba	Development agent	"	
12	Kelifa Jiba	Kebele manager	Mao komo, shigogo	0917688317
14	AbdulkarimMuka	Development agent	Ya'belDigis kebele	

15	Mohamed Zakir	School director	Ya'belDigis kebele	
16	Mohamed Terfa	Kebele administrator	Ya'belDigis kebele	

### 7.6.3. Lists of FGDs Participants

S/No	Name	Project site	Remarks
1	Haji Jemal	Ya'abelDigis, Mao Komo	
2	Kemal Abamilki	"	
3	NazizShehi Sani	"	
4	Mohamed Sani	"	
5	Remedan Adam	"	
6	ZubrraBedru	"	
7	Soba Hasan	"	
9	Toyiba Ashe	"	
10	Si'ama Umar	"	
11	MeryemElje	"	
12	KedijaAdem	"	
14	Faxuma Ibrahim	"	
15	Faxuma Mohammed	"	
16	MeryemElje	"	
17	Jibril Abdalla	"	
18	Nezif She sadir	"	
19	UmerSianas	"	
20	Musa wakene	"	
21	Mohammed Arintola	"	
22	SurfadinIsaq	"	
23	Musa Ahimed	"	
24	MiskuSianas Awal	Shigogo	
25	Samira Burayi	"	
26	Leyla Adem	"	
28	BadiriAmuma	"	
29	AlimaKedir	"	
30	Rufe Berhanu	"	
31	ShukuriAhimed	"	
32	KedijaAdem	"	
33	KaltumaIlmadi	"	
34	SukkareTammiru	"	
35	Amina Bacha	"	
36	Zara Dasa	"	



37	Asia Abdisa	“	
38	ArganneSileman	“	
39	AlmazShollo	“	
40	Faxuma Zakir	“	
41	Faxuma Mahmud	“	
42	Beshariya Yunus	“	
43	SubedaAbdaella	“	
44	Makiya Nagara	“	
45	Ayantubazo	Yaso	
46	Bushura Tola	“	
47	AyaneDange	“	
48	TeferiMekonen	“	
49	Seyom Gonfa	“	

## 7.7. Logical Framework of the project

Organizational (EECMY-DASSC) development priorities/goals: Improved food and nutrition security and empowered minority groups and disadvantaged people.					
Narrative Summary/ Design Logic	Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources
<b>Outcome 1:</b> <i>Improved food and nutrition security and income of the community.</i>	Average annual income of households ETB	Reports, focus group discussion	Erratic rainfall for crops and livestock and epidemic of pests and disease of animals and crops, Local people's expectations towards the project's ability to implementing various activities or constructions is not compatible with the program planning	Technical and administrative support	Human, finance, industrial materials, seeds, tools
<b>Output 1.2</b> Target poor households acquire knowledge and skills on fruit and vegetable production	# of households reporting increased yield from agricultural and livestock production	Field observation, progress reports, focus group discussion		Securing fund	
<b>Output 1.3</b> Improved and diversified household diet	# of poor households having alternative income sources	reports, interview			
<b>Output 1.4</b> Improved access to and utilization of income generating opportunities by food insecure households	# of people engaged in new small businesses/ enterprises	Field observation, progress reports, focus group discussion			
<b>Output 1.5</b> Agricultural inputs accessed and used by poor farmers	# of poor households utilizing agricultural inputs	Field observation, progress reports,			

		focus group discussion			
<b>Outcome 2:</b> <i>Enhanced competence and improved saving and income of the community.</i>	Description of how loan and saving groups member experience a positive impact on their livelihood	Focused group discussion, interview	People with minority background and women in the local society are not included equally		
<b>Output 2.1</b> Saving and credit cooperatives engaged in livelihood development for poor families	# of loan and saving groups members and # of groups	Progress reports, focus group discussion, field observation			
<b>Output 2.2</b> Improved access to teaching and learning	Literacy rate among adults in the target communities	Progress reports, focus group discussion, data from Education offices			
<b>Output 2.3</b> Volunteers engaged to mobilize local resources	# of volunteers mobilized to serve the local community and estimated number of man-hours	Field observation, progress reports, interviews			
Activities					
Inputs					

